PROVIDENCE HOUSING AUTHORITY

100 BROAD STREET

PROVIDENCE, R.I. 02903-4129

THOMAS J. ANTON
CHAIRMAN

STEPHEN J. O'ROURKE
EXECUTIVE DIRECTOR

DOMENIC V. SCHIANO
DEPUTY DIRECTOR

3 January 2005

Michael R. Clement
City Clerk
Department of City Clerk
City of Providence
Providence, RI 02903

Subject: Providence Housing Authority Annual Reports

Dear Mr. Clement:

Pursuant to our responsibilities as delineated in the City of Providence Home Rule Charter please find enclosed 20 copies of the Providence Housing Authority's Annual Report for Fiscal Year 2003. These plans are submitted on behalf of Stephen J. O'Rourke, the Executive Director of the PHA.

Please contact me at (401) 709-1131 with any questions.

Thank you.

Sincerely,

Christopher Delvaille
Manager-Office of Planning and Policy

IN CITY COUNCIL
JAN 20 2005
READ
WHEREUPON IT IS ORDERED THAT
THE SAME BE RECEIVED.
Michael R. Clement CLERK
(cab)

PHONE: (401) 751-6400

FAX: (401) 273-4623

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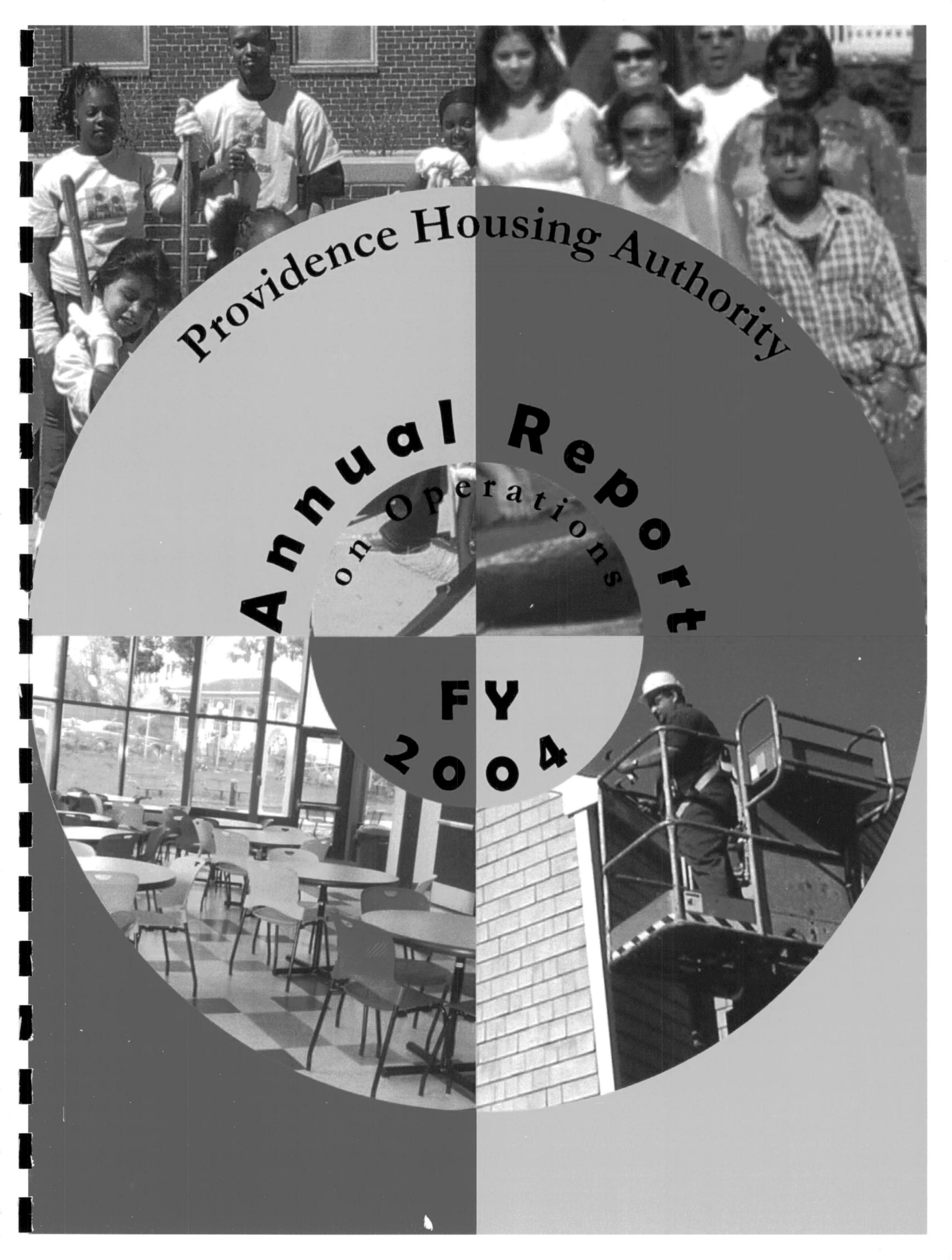
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Michael R. Clement
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Michael R. Clement
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Providence Housing Authority
Annual Report
on Operations
FY
2004

Contents

Introduction 1

Office of the Executive Director 5

Executive Director's Overview 3
Human Resources & Personnel Administration 13
General Counsel's Report 27

Office of Finance, Accounting & Budgeting 31

Overview 31
Funding Sources and Trends 31
Annual Operating Budget 32
Expense Categories Analysis 42
Other Financial Data 41

Office of Management Information Systems

61

Networks 61

Equipment 63

As/400 63

Document Imaging 64

MIS Help Desk 64

Software Training 64

Virus Protection 65

Office of Planning & Policy

67

Overview 67

Projects from FY 2003 Completed in FY 2004 67

Projects Started and Completed in FY 2004 69

Projects to be Completed in FY 2005 72

Ongoing Projects 74

Security Operations

79

Overview 79

Security Table of Organization 79

Security Crime Data 81

Police Responses 82

Part I Arrests 84

Part II Arrests 85

Narcotics Arrests 86

Juvenile Activity 87

Community Relations 88

Security Work Order and Dispersal Report 89

Summary of Crime / Security Data FY 1995 – FY 2004 92

Department of Resident Services

95

Director's Overview 95

Education and Training Division Overview 99

Supportive Services Division Overview 113

Youth Program Division Overview 118

Department of Housing Management

125

Director's Overview 125

Resident Selection Office 130

Occupancy Data 134

Rent Collections 137

Management Action 137

Management Functions 138

Department of Leased Housing

141

Director's Overview 141

Portability 143

Waiting List 144

Screening 144

Turnovers 145

Leases Executed 147

Lease Rate (Adjusted) 148

Annual Inspections 149

Adjustments 149

Recertifications 150

Repayments 150

Current Inventory of Section 8 Units 151

Fee Distribution by Program 151

Total Housing Assistance Payments 152
Location of Units 153

Department of Facilities Management 155

Director's Overview 155
Field Operations Division 156
Administration & Planning Division 160
Modernization Division 176



Providence Housing Authority Senior Staff at a Strategic Planning Session

Introduction

INTRODUCTION

FY 2004 was a challenging year for the Providence Housing Authority. It will be remembered as a transition period. Several regulatory and program changes, implemented by the Congress and the Department of Housing and Urban Development, will make it more difficult to achieve our mandates and mission. Consistent cutbacks in our core program areas and outright termination of other programs have taxed our resources and stretched our staff capacity. In some areas, a diminution of funding resulted in a reduction of services. The Public Housing Drug Elimination Program's (DEPEP) last dollar was spent in FY2004. This program, from which we successfully received funds for 12 years, financed a myriad of programs at our community centers and funded our very successful Youth Sports Program. Nevertheless, most programs continued as they had in the past; although, at a limited capacity. This required funding several Resident Services staff members through the operations budget.

Both the operations budget and the capital fund experienced cutbacks as well. While minor in comparison, these two core programs provide funding for the majority of staff positions and pay for major renovations at our developments.

Dramatic changes in the Section 8 Program will have a major impact on future operations at the Providence Housing Authority. For the last ten years, surplus funds from the earned Section 8 administrative reserve were used to augment our public housing program. In FY2004, $1.0 million was transferred to the public housing program to offset staff and material costs. Changes promulgated in FY2004 prohibit us from doing this in the future.

The recently completed fiscal year was not all gloom and doom, however. In fact, it was a year of major accomplishments. We achieved most of our strategic planning goals, successfully implemented a Section 8 Homeownership Program, and are near completion of our new community center and resident services offices at Hartford Park. Due for completion in late September of 2004, the new building will provide centralized office space for the resident services staff and new facilities for the delivery of services for our residents, including a dance studio, library/study room, classroom space and a computer lab.



Interior Atrium of the New Hartford Park Community Center

In FY 2004, we were, once again, recognized by the Department of Housing and Urban Development as a high-performing housing authority scoring 93 out of a possible 100 points on our Public Housing Assessment System rating. Because we were rated high performer, we received bonus funds under the Capital Fund Program and were excused from having our developments inspected by the PHAS inspectors. This is the second consecutive year the PHA achieved high-performer status.

We were recognized in FY 2004 by the National Association of Housing and Redevelopment Officials (NAHRO) with four Awards of Merit for four programs/projects. The programs recognized were:

Girl Scouts in Public Housing, Resident Leadership Training and Cradle-to-Crayons, a collaborative with the Providence Public Library. We were also recognized for the design of our new Facilities Management building constructed at Hartford Park.



National Association of Housing and Redevelopment Officials (NAHRO) Awards

The Housing Authority Insurance Group honored the PHA with its Outstanding Risk Control Award for implementing nine Housing Authority Insurance risk control standards for two consecutive years 2002-2003.

Another highlight of FY 2004 was our continued relationship with Winn Development Company. The Boston-based firm manages approximately 56,000 units of affordable and market rent units throughout the United States. FY2004 saw the first full year of operations of Lockwood Plaza, the 204-unit development located in the Upper South Providence neighborhood and a recipient of a NAHRO Award of Excellence last year.

Because of our success with Winn Development with Lockwood Plaza, we asked them to partner with us in developing the balance of land at our Roger Williams Homes site. As a result of the collaboration, a tax credit proposal was submitted to Rhode Island Housing in February of 2004 for 65-units of affordable housing. Rhode Island Housing's board approved the proposal, which will generate approximately $800,000 annually in tax credits to make the project construction feasible. The development team, consisting of PHA, Winn Development and the Family Housing Development Corporation, has spent the summer working with our engineers, architects and planners making presentations to the regulatory bodies that have oversight over major development projects in the city. Plans are to conduct a groundbreaking before the end of the calendar year.

The PHA is also working with Winn and Omni Development Corp, a local minority-owned development firm, in preparing proposals to purchase University Heights and Arbor Glen. University Heights, comprised of 349 units in 24 buildings, it is located on the lower eastside of Providence and is the largest mixed-income rental community in the state. Arbor Glen, formerly half of the PHA's former Valley View Development, consists of 144 apartments in 26 buildings located in the northwest section of Providence. Purchase proposals will be submitted in September of 2004.

Like other housing providers in the city and state, the PHA had to deal with long waiting lists of families seeking affordable housing. Over the last five years housing costs in the state have risen dramatically. Once an historically affordable city to live in, housing prices has seen substantial increases in the cost of rents, single and multi-family homes. In the period from 2000-2003, single family homes rose in cost by 78%. In the one year period from 2002-2003, prices rose 21.75%. In the first half of 2004, prices of single family homes continued to rise in Providence by 26.4%.

Increases were even more dramatic for multifamily housing, which comprises the largest available housing stock for renters. Statewide, multifamily homes increased by 93.5% during the 2000-2003 period and 36.6% in 2003 alone. The first half of 2004 saw multifamily housing prices increase an additional 14.8%. However, in Providence, the situation was more severe. The 1990s saw an increase in population in Providence of 8.0%, while housing units increased by only 1.7%. In the period 1995-2003, multifamily housing increased by 230%! It increased by 41.1% in 2003 alone. Information for the first half of 2004 indicates an increase of 37.6% in Providence with 433 multifamily homes being sold, a 5.8% increase over last year's rate of sales.

This "churn" in the housing market is having an impact on our operations, particularly occupancy. Occupancy this past year has been at 97% or higher the entire year. That percentage is equivalent to full

occupancy due to the normal turnover of units we experience. This year also saw record increases in aggregate rents collected, even though more than $150,000 had to be written-off as uncollectible, we collected $173,032 more than projected.

This Annual Report on Operations is not meant to be a glitzy media relations piece. Rather, it is a compilation of hundreds of indicators letting the staff and public how well we, as an organization, have performed. It is more for archival purposes. The report is organized by function and department. It provides data on indicators for the last twelve months and, where available, the last ten years.

Special thanks go to all those agencies that have contributed in so many ways in helping us achieve our goals and objectives. Special thanks goes to the Department of Housing and Urban Development, who provide our annual operating subsidy, as well as funds for so many of our programs. Thanks, too, to those state and city agencies that have assisted us in the delivery of services to our residents.

As usual, I would like to thank the commissioners and staff for their outstanding effort during the last twelve months. They are well aware of the difficulties and rewards of operating an organization with 2,607 units of public housing, 2,700 units of Section 8, being responsible for more than $150.0 million in assets and managing an annual budget averaging $42.0 million a year. While we face difficult challenges in the near future, I am confident that we will turn our challenges into opportunities.

Thanks for a great year.

SJO



The Deputy Director receiving an award for "30 Years of Service" from the Executive Director and Chairman

Department of Executive Director

EXECUTIVE DIRECTOR'S OVERVIEW

Organizational Changes

Only one change took place in the table of organization in FY 2004. The Legal Counsel was placed in the Office of Executive Director rather than serving as a separate office. The in-house Legal Counsel provides a number of services at the PHA, including oversight over all contracted legal services for the PHA. An important function of the Legal Counsel is to provide legal advice to the Executive Director concerning regulations and contract administration. Therefore, this change was considered more appropriate.

Board of Commissioners

The Board of Commissioners has an authorized complement of eleven members. During FY 2004, all but one of those positions were filled; although, one city council member has not attended a meeting for two years. The open position is for a resident commissioner, which requires an election process to take place at all of our developments. Once each development elects a nominee, the mayor may appoint a resident as a commissioner.

Meeting Attendance

In FY 2004, the board conducted five regular board meeting and a two-day board training and development retreat. The board meeting attendance rate was 73%, 81% if you adjust for the non-attending councilperson. Four board members had perfect attendance (Dr. Anton, Vice Chairman Waldman, Commissioner Castillo and Commissioner Cascella) and two missed one meeting (Commissioners Low and Waters). All but one of the board members attended at least a portion of the intensive two-day board training and development retreat.

Table 1. Board of Commissioners: Meeting Attendance FY 1998-FY 2003

Year	Number of Meetings	Attendance Rate	Training Sessions
FY 2004	5	73%	2-days
FY 2003	7	73%	2-days
FY 2002	8	71%	2-Days
FY 2001	8	74%	2-days
FY 2000	7	78%	2-days
FY 1999	7	80%	2-days
FY 1998	9	80%	0

The board has four committees that meet before each board meeting to discuss specific functions at the PHA. The four committees are: Executive/Planning, Budget and Finance, Resident Services, and Capital Improvements. The Executive/Planning Committee usually meets two days before the regular board meeting to discuss agenda items. A staff member is designated as a liaison for each committee and presents information at each meeting.



From top left: Ted Low, Vice Chairman; Paul Lewis, Commissioner; Jaime Castillo, Commissioner; Paul Waldman, Vice Chairman; From bottom left: Thomas J. Anton, Chairman; Delores Cascella, Commissioner; Dorothy Waters, Commissioner; Rita Wilson, City Councilperson; Not shown: Ray Murphy, Commissioner; Balbina Young, City Councilperson

Table 2. Board Committees

Committee	Chair	Staff Liaison	Committee Purpose
Executive/Planning	Dr. Anton	Executive Director	Meeting planning, performance evaluation of executive director, agenda setting, policy
Budget/Finance	Commissioner Murphy	Chief Financial Officer	Budget preparation and review, audit review, monthly financial statement review
Resident Services	Commissioner Waldman	Manager / Planning & Policy	Review resident satisfaction surveys, resident programs, housing management operations
Capital Improvements	Commissioner Low	Director of Facilities Management	Review all renovation and construction activity, review FM operations

Board Appointment

Commissioner Castillo was reappointed for a five-year term by Mayor David Cicilline. Commissioner Castillo's new term expires in July 2008. He has been a commissioner since 1997 and serves on the budget and finance committee. It is a tribute to the current board and Commissioner Castillo that the new mayor would reappoint a member initially appointed by a previous administration.

Public Housing Assessment System

The PHA was rated a high-performing housing authority by the Department of Housing and Urban Development for the second consecutive year with a score of 93. The PHAS rates the housing authority in four areas:

- Financial Operations (30 points)
- Management Operations (30 points)
- Physical Inspection of Properties (30 points)
- Resident Satisfaction Survey (10 points)

The PHA received a perfect for Financial Operations score and received high scores for the other three performance areas. This past year our properties were not inspected by HUD's teams, since we scored high performer the previous year. The incentive bonus allows the housing authority a year off from inspections. Instead of inspecting the properties, HUD gives you the score received from the previous physical inspections.

Table 3. PHAS Scores FY 2003

PHAS Indicator	Maximum Score	FY 2002 Score
Physical Inspections	30	26
Financial Condition	30	30
Management Operations	30	28
Resident Services Survey	10	9
	100	93

Table 4. PHAS Score FY 1999 – FY 2003

PHAS Indicator: Maximum Score	FY 2003	FY 2002	FY 2001	FY 2000	FY 1999
Physical Inspections: 30	26	26	22	14	19.8
Financial Condition: 30	30	30	26	28.5	28.6
Management Operations: 30	28	28	29	27.7	29.7
Resident Services Survey: 10	9	9	9	8.8	10
	93	93	86	79	88.1

Board Training and Development Retreat

The board conducted their annual board training and development retreat at the Chatham Bars Inn in Chatham, MA in April. The 2-day, rainy weekend retreat involved ten sessions from early morning to late afternoon each day. The executive director, planning staff members and three outside presenters, conducted the sessions.

Board Training and Development Retreat

The board conducted their annual board training and development retreat from April 23-25, 2004. The retreat sessions involved presentations on numerous topics, which were presented from late Friday afternoon, all day Saturday, and half the day Sunday. Topic s at this year's training and development retreat were:

✱ SURVEY OF ORGANIZATIONAL EXCELLENCE

The Survey of Organizational Excellence is a survey taken by approximately 165 staff members in order for senior management to determine the work force

attitudes. The survey consists of 86 questions that are organized into five dimensions and twenty constructs. The survey indicated that a vast majority of the PHA's employees are satisfied with their pay and benefits, work environment, work groups, availability of information and personal demands. [A full report on the survey's finding is available elsewhere in this section.]

✶ PUBLIC HOUSING ASSESSMENT SYSTEM (PHAS)

The commissioners heard a presentation on how the PHA rated in a review conducted by the federal Department of Housing and Urban Development. In its fifth year, PHAS rates housing authorities in four major categories: Financial Management, Operations management, Physical Inspections, and Resident Survey. The PHA was rated a high-performing housing authority with a score of 93 points out of a total possible 100 points. [A more detailed explanation on the PHAS's results is available elsewhere in this section.

✶ MCKINSEY CAPACITY GRID

The executive director presented the findings of a capacity assessment completed by the board. The McKinsey Capacity Grid is survey that measures the perceived capacity of an organization to perform their mission. The survey was distributed and completed in October 2003 by all nine active board members. The grid lists the seven levels of organizational capacity: aspirations, strategy, organizational skills, human resources, system and infrastructure, organizational structure and organizational culture. All the board members assessed the PHA's organizational capacity in the two highest tiers: Moderate level of capacity in place or High level of capacity in place. No areas of concern were identified except in the area of fundraising, which the board is addressing in FY2005.

✶ HOUSING MARKET STATUS

The board heard a presentation delivered by the executive director on the Rhode Island and Providence housing markets. The PowerPoint presentation consisted of 38 slides which showed single and multi-family housing trends and other elements that are affecting the cost of housing.

✶ WHAT'S BEING DONE ABOUT AFFORDABLE HOUSING

Eric Shorter, Program Officer at the Rhode Island Local Initiative Support Corporation (LISC) presented information on how LISC and the numerous Community Development Corporations (CDCs) are addressing the affordable housing issue in Rhode Island. He discussed LISC's financial support to the CDCs for operations and financing development activities. As part of this presentation, the board watched a slide show put together by PHA staff that showed slides of dozens of newly constructed or rehabilitated houses completed by the CDcs.

✶ WILLIAMS-WOODS PLACE

This presentation was delivered by Robert Solomon, the PHA's Financial Advisor, and the by the executive director. The PowerPoint presentation explained the low-income tax credit financing for the development and showed the preliminary designs for the site and housing units.

✶ PHA HISTORY UPDATE

Paul Campbell presented an update to the PHA history project. Originally planned as a small monograph, the project has resulted in a full volume on the rich history of the Providence housing Authority from its inception in 1939 to the current era. The PowerPoint presentation included numerous old photographs of our developments as well as historical figures.

✶ NEEDS ASSESSMENTS

The Planning & Policy staff presented the findings of the numerous surveys of stakeholders affecting or affected by the PHA. The following presentations were given in PowerPoint:

- Customer Service and Satisfaction Survey (76 slides)
- Public Housing Focus Group Results (30 slides)
- Elderly/Disabled Needs Assessment Survey (44 slides)
- Scattered Site Neighbor Survey (24 slides)
- Section 8 Owners/Landlords Survey (20 slides)
- Section 8 Resident satisfaction Survey (25 slides)

✶ ENVIRONMENTAL SCANNING (SITUATIONAL ANALYSIS) / SWOC ANALYSIS

This was a working, participatory exercise for the board members facilitated by the executive director. Board members identified various political, environmental, social and technological trends that affect the housing authority's operations. Part two of the exercise consisted of the board members identifying the PHA's internal strengths and weaknesses and our external opportunities and challenges.

✶ MISCELLANEOUS ISSUES

The last section of presentations, which were never presented due to time constraints, dealt with a number of issues facing public housing agencies: Section 8 cutbacks, Flexible Voucher Program, Public Housing Operating subsidy Cost Study, and the public housing community services requirement.

Board Awards and Presentations

✶ MEDALS OF APPRECIATION (LONG-TIME SECURITY OFFICERS

The board of commissioners at their May meeting recognized four PHA security officers for their honorable service providing security to the elderly/disabled in our high-rises. Jack Costa, Security Operations Manager for the Housing Authority, submitted the names of four security officers to the American Police Hall of Fame to recognize them for their contribution in reducing criminal activity in the elderly/disabled high-rises. Certificates of Appreciation along with medals, uniform ribbon bars, and lapel pins were awarded to:

- Security Officer Harl Whitley (13 years of service)
- Security Officer Ralph Silva (12 years of service)
- Security Officer Luis Soto (6 years of service)
- Security Officer Festus Cuffey (4 years of service)

The Board of Commissioners and PHA staff members offered sincere congratulations to these officers for their dedication to the mission of the Housing Authority.

✶ SPECIAL AWARD OF APPRECIATION

In October 2003, the board of commissioners honored long-time PHA employee and deputy director Domenic V. Schiano, Deputy Director of the Housing Authority commemorating his thirty years of service to the Providence Housing Authority. In presenting the Award of Appreciation, board chairman Anton, thanked Domenic for his dedication to the PHA's mission.

✶ AWARDS OF APPRECIATION (PERSONS OR GROUPS PARTNERING WITH PHA)

At its December 11, 2004 board meeting, board members recognized four groups for their contributions to the housing authority and its residents. What will become an annual event, the following groups received recognition:

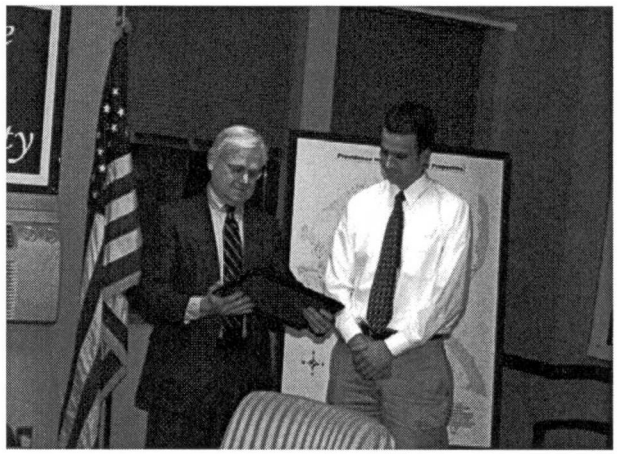
Providence In-Town Churches Association (PICA)



Two representatives from PICA receiving an appreciation award

provides small informal social activities several evening a week to the residents of Dexter Manor as well as distributing free toiletries and food items. They have been providing these services at no cost for more than 15 years.

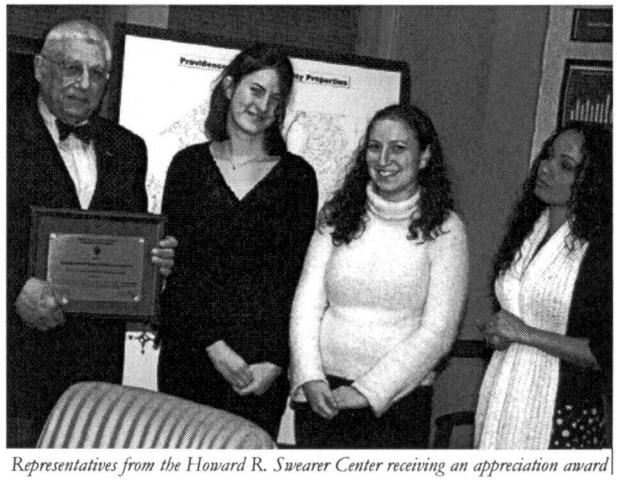
Feinstein Institute for Public Service at Providence College



Eric Hoover from the Feinstein Institute of Public Service receiving an appreciation award

Chairman Anton presented an award to Eric Hoover, Service Learning Coordinator, at the Feinstein Center. Students volunteer in our after school programs, especially at Chad Brown. In September, a new full year course for Public and Community Service majors focus on the PHA as a public service laboratory. Volunteers are now assisting in our high-rises as well.

Community Outreach for Performing Arts at the Howard R. Swearer Center for Public Service at Brown University



Representatives from the Howard R. Swearer Center receiving an appreciation award

Commissioner Low presented an award to Dilania Inoa, Alexdranda Teitel and Annemarie Guzy representing the Swearer Center and COPA. Volunteers from Brown University have worked with

the children in our youth programs developing performing arts, especially music and dance skills, which culminates in a performance at Brown in the Spring.

Holly Courage of the League of Women Voters



Holly Courage from the League of Women Voters, receiving an appreciation award

Commissioner Castillo presented an award to Holly Courage of the League of Women Voters. During the past eight years, Ms. Courage has overseen nine elections for officers of PHA Resident Associations. HUD requires that resident association elections be supervised by a neutral third-party. Ms. Courage has at times educated residents who have never voted in an election, including some who did not speak English.

Employee Recognition

✶ YEARS OF SERVICE AWARDS

The PHA recognized 46 employees for their years of service to the housing authority. Four Years of Service luncheons were held in the board room to recognize employees who had reached their fifth, tenth, fifteenth and twentieth. In addition to lunch, the Executive and Deputy Directors awarded each employee a Years-of-Service certificate.

✶ EMPLOYEE(S) OF THE QUARTER

In recognition for exemplary performance, the PHA recognized three employees as Employee of the Quarter. Each recipient received a certificate of recognition, an additional vacation day, a boxed clock engraved with their name, and a $100 gift certificate to the restaurant of their choice.

Table 5. Employees of the Quarter

Quarter	Awarded to	Department / Office
July 2003	Dawn Watkins	Leased Housing
October 2003	Arthur Sepe	Resident Services
January 2004	Carlos Gomez	Management Information Systems



Carlos Gomez, the recipient of Employee of the Quarter for January 2004

Survey of Organizational Excellence

The annual Survey of Organizational Excellence was conducted in January 2004. One hundred sixty-five full-time staff members completed the survey, which measures employee attitudes and perceptions of working at the PHA.

Developed by the University Of Texas School Of Social Work, the survey consists of 86 questions that are answered using a scale of responses. The survey breaks down the responses into five major categories called dimensions.

- Work Group
- Work Setting
- Organizational Features
- Information
- Personal Demands

The elements that comprise the score for the dimensions are known as constructs. There are twenty constructs. (See Table 6.)

The survey scores are based on a point system. Any score below 300 is seen as more negative than positive, while anything above 300 is considered more positive. A score in the 200s is considered an area of concern. This is the fifth consecutive year PHA members have taken the survey. After four years of rising scores, FY 2004 saw a minor decrease in 17 of the 20 constructs. This was not unexpected and, in fact, was expected last year. The PHA received high scores for each

construct. For the third consecutive year, we did not receive a score below 300 for any construct. The PHA's overall average score was 374.

The average score decreased by an insignificant three points. The greatest change took place in "Change Oriented," which still scored at a very respectable 354. Three constructs (Adequacy of Physical Environment, Strategic Orientation, and Quality of Work) scored over 400. The survey also allows for us to disaggregate the scoring by department (See Table 7.) [None of the department scores are areas of concern.

Table 6. Survey of Organizational Excellence Scores FY 1999 – FY 2003

Construct:	FY 1999	FY 2000	FY 2001 / FY 2002	FY 2003
DIMENSION I: WORK GROUP				
1. Supervisory Effectiveness	317	314	344	350
2. Fairness	283	285	347	357
3. Team Effectiveness	338	337	347	355
4. Diversity	318	323	363	367
DIMENSION II: WORK SETTING				
5. Fair Pay	377	375	335	342
6. Adequacy of Physical Environment	340	334	394	401
7. Benefits	372	370	385	392
8. Employee Development	349	346	367	375
DIMENSION III: ORGANIZATIONAL FEATURES				
9. Change Oriented	342	340	354	366
10. Goal Oriented	368	369	384	392
11. Consistency	328	327	357	371
12. Strategic Orientation	406	414	408	413
13. Quality	387	382	411	414
DIMENSION IV: COMMUNICATION				
14. Internal Communication	328	330	341	354
15. Availability of Information	328	341	373	382
16. External Communication	365	370	381	391
DIMENSION V: PERSONAL DEMANDS				
17. Job Satisfaction	350	351	379	388
18. Time & Stress Management	334	350	380	388
19. Burnout	340	339	370	378
20. Empowerment	316	315	366	372

Table 7. Survey of Organizational Excellence Scores by Department FY 2004

No.	Construct	PHA Average	Executive	Finance	Housing Management	Facilities Management	Resident Services	Leased Housing
DIMENSION I: WORK GROUP								
1	Supervisor Effectiveness	**354**	410	420	356	325	426	330
2	Fairness	**359**	428	429	354	329	424	330
3	Team Effectiveness	**355**	398	429	358	329	422	331
4	Diversity	**363**	410	427	355	339	430	348
DIMENSION II: WORK SETTING								
5	Fair Pay	**340**	411	442	335	301	417	329
6	Adequacy of Phys Environment	**400**	456	461	386	386	417	376
7	Benefits	**388**	440	451	377	368	430	383
8	Employment Development	**373**	412	445	372	344	437	370
DIMENSION III: ORGANIZATIONAL FEATURES								
9	Change Oriented	**341**	411	420	349	327	413	333
10	Goal Oriented	**385**	437	445	388	353	428	405
11	Holographic (Consistency)	**364**	414	424	361	341	420	338
12	Strategic Orientation	**410**	457	456	410	383	453	427
13	Quality	**412**	458	467	403	389	449	431
DIMENSION IV: COMMUNICATION								
14	Internal Communication	**349**	413	421	357	316	396	346
15	Availability of Information	**380**	445	437	376	354	413	385
16	External Communication	**388**	435	445	384	363	430	392
DIMENSION V: PERSONAL DEMANDS3								
17	Job Satisfaction	**386**	441	456	379	363	452	347
18	Time/Stress Management	**385**	443	443	374	363	446	351
19	Burnout	**377**	420	433	376	353	437	352
20	Empowerment	**374**	423	431	380	348	439	348
SUMMARY								
	Number < 3.0	**0**	0	0	0	0	0	0
	Number > 4.0	**3**	19	20	2	0	19	3
	Number > 3.5	**17**	20	20	18	10	20	9

Resident Satisfaction Survey

Each year HUD conducts a Resident satisfaction Survey as part of the Public Housing Assessment System, the four part rating system to provide feedback to PHAs about their operations.

The survey rates housing authorities in five key areas by providing a percentage score based on answers to the survey. The results of HUD's survey are shown in the following table compared to the previous year.

Table 8. Resident Satisfaction Survey Results by Category FY 2002, FY 2003

Year	Maintenance / Repairs	Communication	Safety	Services	Neighborhood Appearance
FY2003	90%	76%	71%	94%	69%
FY2002	86%	74%	63%	93%	62%

The scores indicate that the PHA improved in all five rating areas. The PHA continues to score well in the Maintenance & Repairs and the Services categories. We don't do as well in the Safety, and Neighborhood Appearance sections.

A serious problem with HUD's surveying is the response rate. In FY2003, HUD sent 1,025 surveys to our residents and received 257 responses (27%). The national response rate was 35%. Another problem with their surveying is statistical validity. In some cases they are basing development scores on a small number of surveys.

Due to the validity questions experienced with HUD's surveying, the PHA started surveying the residents ourselves. The survey instrument is identical to the HUD survey. We find our surveying technique much more accurate in that we can disaggregate the responses by questions, rather than grouping the responses by categories.

Our survey took place in February 2004. We mailed 2,436 surveys and had 885 returned for a response rate of 36%. The lowest response rate was from Scattered Sites with a 25%. The highest response was from Hartford Park Tower with 57%. Overall, the PHA received favorable scores in key areas. Following are responses from residents on key question areas.

Table 5. Resident Satisfaction Survey Results FY 2004

Question	Percentage Responding: Very Satisfied or Satisfied
How satisfied are you with your unit/home?	82.9%
How easy was it to request repairs?	81.2%
How well were you treated by the person you contacted for repairs?	82.7%
Do you think management is courteous and professional with you?	76.5%
Would you recommend your development to a friend or family member seeking public housing?	60.4% Yes

The PHA received a nine out of ten possible points in HUD's survey.

Development Activities

✶ WILLIAMS PLACE

The primary effort for our development activity this past year has been for Williams-Woods Place located on the balance of vacant land at the Roger Williams Home site. This five acre site will be developed for 65 units of affordable housing using the Low-Income Housing Tax Credit (LIHTC). The PHA is partnering with Winn Development Corporation and the Family Housing Development Corporation.

In February of 2004, the partnership received tax credits for the project from Rhode Island Housing. The tax credits are projected to generate approximately $8.0 million to assist in the construction. The total cost of development is projected to be $11.0 million. The PHA will receive an initial partnership fee and an annual asset management fee. A groundbreaking is expected before the end of 2004.

HUMAN RESOURCE + PERSONNEL ADMINISTRATION



A "Years of Service" Luncheon recognizing employees for their commitment to PHA

Human Resource Management

Human Resource Management is the process of creating formal systems within the organization to ensure that the workforce is positioned to achieve the Authority's goals and objectives. Human Resource personnel are responsible for formulating these systems through strategic, operational, and administrative functions.

Strategic functions focus on long-term, forward thinking. HR activities that are considered strategic include preparing for change, restructuring, and performance management systems. Operational roles involve the day-to-day tasks such as recruiting, employee relations, and improving communications. Administrative tasks deal with compliance issues, recordkeeping and managing HR information systems. Other responsibilities include advising supervisors and managers, providing services to employees, and monitoring and measuring employee performance.

Accomplishments

During the first year (FY 2004) under the new structure, Human Resource staff, worked diligently to insure a smooth transition. Under the tutelage of the Executive and Deputy Directors, the operation continued to provide services and support to the Authority's staff.

While day-to-day activities continued, additional tasks and assignments were completed. These included updating the *Human Resource Manual*, implementing policy bulletins, developing an *English as a Second language* (ESL) program, overseeing and updating *OSHA Compliance* programs, establishing *Interviewing Guidelines*, updating the *Confidentiality Agreement*, updating the *Employee Handbook*, implementing *Image Scanning* in the Executive Office, creating a *Code of Conduct*, administering the *Survey of Organizational Excellence*, creating the *Incentive Program Committee*, distributing *Annual Compensation Statements*, updating all PHA *job descriptions*, updating the *Family Medical Leave* policy, and creating a *Workforce Planning Manual.* In addition, the Human Resource Officer strived to maintain positive relations with the various union Stewards and Business Managers/Agents through regular quarterly meetings.

✶ HUMAN RESOURCE MANUAL

The PHA *Human Resource Manual* was updated to include changes and additions to policies and procedures governing the Authority. The manual is provided to each Department Director to assist them in the day-to-day management of their staff.

Topics in the 2003/2004 HR Manual include personnel files; recruitment, selection and appointment; employee orientation; labor relations; hours of work; wages and benefits; family medical leave; insurance; employment policies; misconduct and prohibited activities; workplace violence; risk management; safety; training and development; employee recognition; and pensions.

✶ POLICY BULLETINS

In an effort to keep employees informed of current policies and procedures, the Human Resource Officer established a monthly policy bulletin program.

Each month, one policy bulletin is distributed via e-mail to all PHA employees. Those employees that do not have access to a computer can find these bulletins at the employee bulletin board.

✶ ESL PROGRAM

The *English as a Second Language* (ESL) program was created together with the Community College of Rhode Island (CCRI) to assist PHA employees in improving their English language skills. Class topics included improving communications with tenants and supervisors, improving reading comprehension of safety related materials, improving basic skills, and developing study skills/learning to learn. This was a 15 week program meeting twice a week, two hours per class. Thirteen PHA employees were enrolled in this pilot program. Employees successfully completing the program received PHA/CCRI certifications of completion acknowledging their achievement.



The Human Resource Officer speaking at the ESL Program Graduation

✶ OSHA COMPLIANCE TRAINING PROGRAMS

The OSHA Compliance Programs were updated in February to reflect changes in federal regulations and to modify PHA operating procedures. The OSHA Compliance Programs cover topics that include: Personal Protective Equipment, Bloodborne Pathogens, Hearing Conservation, Respirators, Hazard Communications, Aerial Lifts, and Lockout/Tagout.

All OSHA Compliance training programs were completed for 2004. A two-year contract was awarded to FGM Solutions for safety training during the 2004/2005 calendar years.

✶ OSHA INPECTIONS

The annual OSHA site inspections were performed in February. Violations were identified in two categories: serious and minor. Reports were issued to Facilities Management Foremen and senior staff for abatement of all concerns.

Fifteen members of the Housing Management staff received their final Hepatitis B vaccinations in December. This completes the Hepatitis B vaccination program for the Authority, with the exception of any new hire that may be eligible for the program.

✶ INTERVIEWING GUIDELINES

Interviewing Guidelines were issued to Managers/Supervisors to assist when conducting employment interviews. Although federal EEO laws do not specifically prohibit any pre-employment questions, the EEOC does look with extreme disfavor on questions related to age, color, disability, national origin, race, religion, gender or veteran status. These guidelines are meant to assist Managers/Supervisors in developing questions that are "job-related".

✶ CONFIDENTIALITY AGREEMENT

In order to protect the privacy of employees and residents, Providence Housing Authority staff is required to sign a *Confidentiality Agreement.* Virtually all PHA departments have access to a multitude of information including financial, personal, employment, and medical records. Various state and federal laws govern the dissemination of this information. All PHA employees must be made aware of the importance of maintaining confidentiality. Failure to adhere to the terms of the *Confidentiality Agreement* could potentially place other persons at risk and expose the PHA to legal action. Due to the serious nature of this matter, the *Confidentiality Agreement* was updated and distributed to Department Directors this year.

✶ EMPLOYEE MANUAL

The new 2003 –2004 Employee Handbook was distributed to all employees in January. The handbook was updated to incorporate changes in the union contracts, and to include new policies such as *Employee Identification Cards, Sick Leave Guidelines, E-mail Policy,* and the *Visitor Policy.*

The new 2003–2004 *Temporary Employee Handbook* was distributed to all temporary employees in February. This was the first time a temporary employee handbook has been issued at the PHA. Its purpose is to provide temporary employees information regarding PHA's mission, organizational policies and procedures, and work rules.

✶ IMAGE SCANNING

Human Resources began *Image Scanning* in January. Image scanning provides HR and Executive personnel instant access to all personnel-related documents via the computer network. The first records to be scanned and stored on the network were the employee personnel records. Eventually medical records, union files, employment applications, job postings, and interview records will be scanned and stored.

✶ CODE OF CONDUCT

At the request of the Executive Director, the Human Resource Officer convened a committee to develop a *Code of Conduct* for all PHA employees. Volunteers were recruited to serve on the committee from the Teamsters' and Laborers' unions. The committee drafted a twelve-point code that was submitted to the Executive Director for approval. The *Code of Conduct* refers to topics such as ethics, professionalism, conflict

of interest, safety, harassment, nepotism, gifts, and confidentiality.

✱ SURVEY OF ORGANIZATIONAL EXCELLENCE

The Survey of Organizational Excellence was completed in March. A total of 165 full-time employees were surveyed regarding 20 constructs, including supervisor effectiveness, fair pay, benefits, job satisfaction, fairness, and quality. Results of the survey were provided to department directors and will be presented at the annual employee information day later this year.

✱ INCENTIVE PROGRAM

In response to a request from the Executive Director, an Incentive Program Committee was created in order to address "unfairness" issues surrounding last year's Facilities Management/Housing Management Incentive Program. The committee consisted of three Teamsters' Union members, two Laborers' Union members, and the Human Resource Officer.

The committee was charged with addressing the following issues:

- Review the most recent program and determine where there may have been unfairness.
- Review the performance indicators to determine if they are truly good indicators of comparable performance.
- Determine what monetary amount would really increase/decrease performance.
- Determine the ten best performance indicators.
- Assess if such a program is really in the best interest of the Providence Housing Authority.

The committee submitted it findings and recommendations to the Executive Director in April, 2004.

✱ ANNUAL COMPENSATION STATEMENTS

Annual Compensation Statements were mailed to employees in April. Every full-time permanent employee received a personalized, total compensation summary. This summary outlined not only salary, but all other employer paid benefits provided to PHA staff members.

✱ JOB DESCRIPTIONS

Job description revisions were completed in May for all PHA positions. Department Directors were first given the opportunity to review existing descriptions and suggest modifications/improvements. Next, all education requirements were reviewed and updated, and formatting changes were completed. Finally, draft job descriptions were provided to the Executive and Deputy Directors and the Teamsters' and Laborers' union stewards for review. Final changes were incorporated in May. The new job descriptions will be used for all future job postings.

✱ FAMILY MEDICAL LEAVE

The Authority's Family Medical Leave policy was revised and updated in June. Key provisions of the policy include:

1) Intermittent leave – leave taken in separate blocks of time due to a single qualifying reason

2) Reduced leave – leave scheduled that reduces an employee's usual work hours per workweek or hours per workday

3) Requirement to exhaust accrued vacation or sick leave while on FMLA and/or RIPFMLA

4) Employees eligible for FMLA and/or RIPFMLA while receiving workers' compensation and/or temporary disability insurance (TDI) benefits will be required to use available FMLA and/or RIPFMLA, even if the employee has not requested to do so

5) If leave is necessitated by the employee's own serious health condition, employee will be required to furnish a medical certification of their fitness to return to work

6) Employees failing to return to work at the conclusion of an approved FMLA and/or RIPFMLA leave will be considered to have voluntarily resigned from the PHA, unless employee submits a request in writing and has been granted an extension

These provisions will go into effect on July 7, 2004.

✱ WORKFORCE PLANNING MANUAL

The Human Resource Officer is responsible for creating and updating a Workforce Plan to assist management in recruiting, development, and succession efforts.

Workforce planning is defined as a systematic process for identifying and addressing the gaps between the workforce of today and the human resource needs of tomorrow. Workforce planning ensures that the appropriate workforce will be available to accomplish the future goals and objectives of the agency. Workforce planning is accomplished by assessing the current workforce, analyzing future workforce requirements, identifying gaps, and then developing strategies to address those gaps. Planning is based on the Providence Housing Authority's strategic plan, mission statement, budgetary resources, vision for the future, and our values and goals.

Workforce planning consists of four planning steps: the supply analysis, demand analysis, gap analysis, and the outcome strategy.

The supply analysis focuses on the Authority's organizational competencies, staff demographics, and employment trends. The Providence Housing Authority possesses the competencies to carry out the mission of the organization. The current workforce is diverse in the areas of racial and gender composition. However, as currently 60% of the workforce is age 40 or over, recruitment efforts must remain focused on hiring staff that will fill the gaps as the workforce retires. Turnover rates remain low and should not negatively impact future staffing requirements. Approximately 25 employees will reach retirement age during the next five years, critical vacancies will occur in the Executive Office, Finance and Accounting, and the Facilities Management Department.

The demand analysis focuses on critical functions, expected workforce changes, and the anticipated changes in the number of employees to perform the work. Critical functions of the Authority include providing decent, safe and affordable housing to tenants, maintaining our physical assets, and providing security to residents and employees. Expected workforce changes include an increase in the maintenance workload due to aging properties, advances in technology, and an increased dependency on bi-lingual staff. Reductions in Resident Services positions, temporary/part time staff, and in permanent staff can be anticipated due to reductions in funding.

The gap analysis identifies specific areas where recruiting and development efforts should focus. Rapid advances in technology will require qualified people with the skills to operate new technologies. Key management positions should be filled from within if possible. In order to provide career growth and the potential for rising within the organization, a formal Succession Planning Program will be developed. There exists a lack of qualified personnel to address the skilled trade needs, specifically in the HVAC and electrical areas. Focus should be placed on developing internal candidates through apprenticeship programs within the agency.

The outcome strategy develops plans to close the gaps in competencies and reduce surplus competencies. Competency gaps will be addressed through internal and external training, continuing education programs offered through local colleges, and mentoring/succession planning programs.

Recruitment, Selection & Appointment

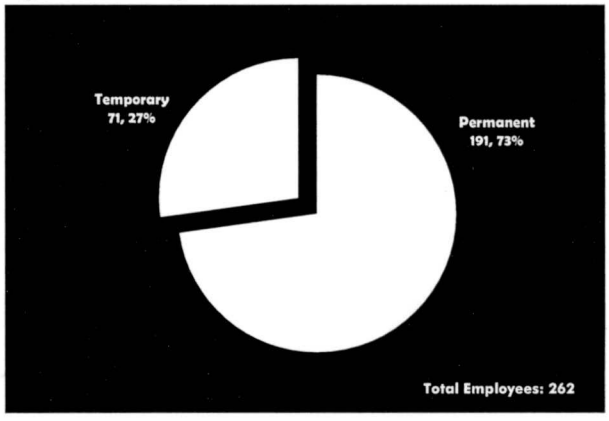
Recruitment at the PHA is accomplished through in-house posting of positions, public advertising, community organizations and college recruiting. In addition, over the past few years, the PHA has been recruiting staff through the Employment Support Center, where public housing and Section 8 residents are offered GED, ESL, Job Readiness/Placement, Computer Classes and Office Skills. Residents enrolled in the Family Self-Sufficiency Program, graduates of the Office Skills Class and residents in other training programs at the Employment Support Center are encouraged to apply for employment at the PHA.

The PHA's prime objective in filling a vacancy is to promote from within the organization while maintaining the integrity of PHA hiring policies. Within the limits of PHA policies and collective bargaining agreements, supervisors have the fullest discretion when filling vacant positions. The appropriate department director, along with the PHA's Human Resource Officer, use standardized tests and oral exams when conducting initial interviews. Applicants are rated on their interview, education, skills and test performance and are selected on the basis of overall score. The three highest scoring applicants, along with recommendations from the department director, are submitted to the Executive Director for selection. Knowledge, skills and the ability to perform the job functions are the primary criteria for selection. The PHA policy of hiring internally provides incentives for existing staff to strive to improve their skills and abilities with the goal of advancement within the organization.

✶ STAFFING

At the close of FY 2004, the Providence Housing Authority employed 262 staff members – 191 permanent and 71 temporary employees. This represents an increase in staff over last year of eight employees or 3 %.

Figure 2. Staffing FY 2004



The Facilities Management Department has the largest workforce within the PHA with a staff of 116 (99 permanent and 17 temporary employees). The second largest department is Resident Services with 41employees (20 permanent and 21 temporary). The Housing Management Department consists of 31 employees (30 permanent and one temporary). Leased Housing has 18 employees (17 permanent and one temporary). The remaining staff members come under the umbrella of the Executive Office and include the Office of Management Information Services, the Office of Planning & Policy, the Office of Finance, Accounting & Budgeting, the Office of Security Services, the Office of General Council and the Executive Office totaling 56 employees (25 permanent and 31 temporary employees - most of which can be attributed to temporary security personnel).

✶ RACIAL COMPOSITION OF STAFF

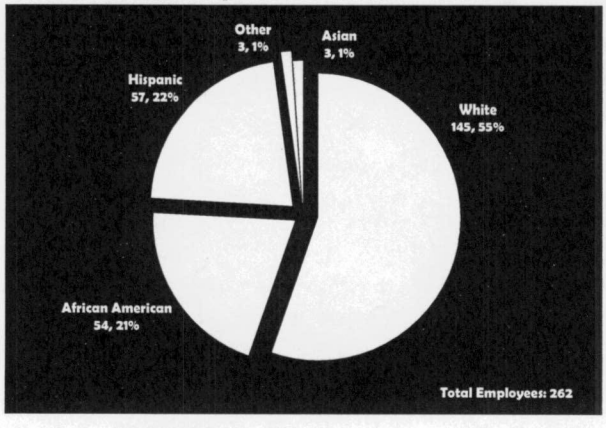
The staff of the PHA is diverse and represents the ethnic diversity of Providence. The racial composition of the PHA staff is as follows: White: 145 (55.3%); African American: 54 (20.6%); Hispanic: 57 (21.8%); Asian: three (1.1%); and Other: three (1.1%). The number of non-minority employees increased by 1.4% while the number of minority employees decreased by 3.9% from FY 2003.

The table and chart below depict the composition of the permanent and temporary staff.

Table 5. Staff Composition by Race FY 2004

	Permanent		Temporary		Total	
Race	#	%	#	%	#	%
White	116	44.3%	28	10.7%	144	55.0%
African American	34	13.0%	20	7.6%	54	20.6%
Hispanic	36	13.7%	22	8.4%	58	22.1%
Asian	3	1.1%	0	0.0%	3	1.1%
Other	2	0.8%	1	0.4%	3	1.1%
Total	**191**	**72.9%**	**71**	**27.1%**	**262**	**100.0%**

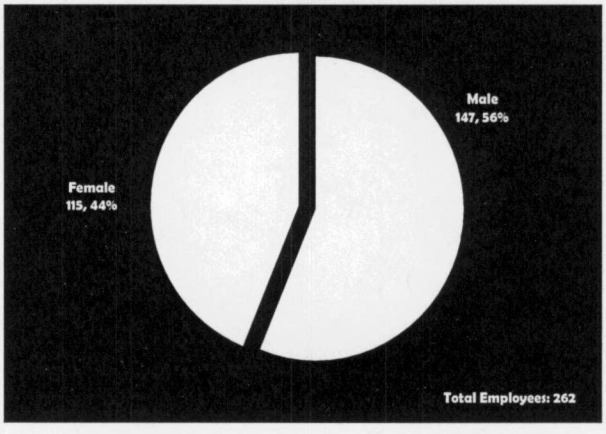
Figure 3. Racial Composition of Staff FY 2004



✶ GENDER COMPOSITION

The gender composition of both permanent and temporary personnel for FY 2004 is 147 (56.1%) males and 115 (43.9%) females. Male employees comprised 57.6% of permanent staff and 52.1% of temporary staff while females comprised 42.4% of permanent staff and 47.9% of temporary staff.

Figure 4. Gender Composition of Staff FY 2004

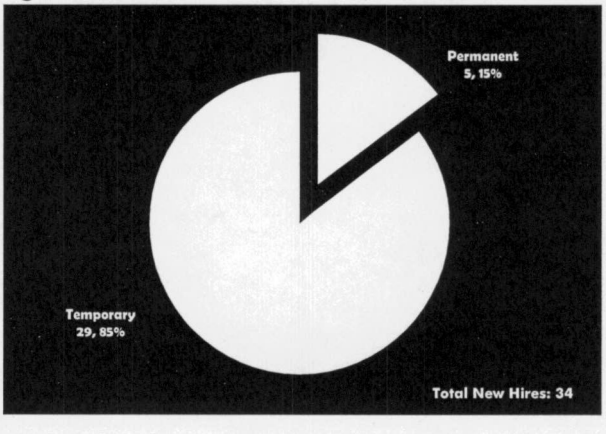


✶ NEW HIRES

In FY 2004, 34 new employees were hired. Of this total, five (14.7%) employees were hired on a permanent basis while 29 (85.3%) were hired temporarily. Of the five permanent positions, four are still actively employed. Of the 29 temporary employees hired, nine are actively employed and 20 have either resigned or been terminated. Temporary employees filled positions in the Facilities Management Department, Resident Services Department, Housing Management Department, Leased Housing Department and the Executive Office.

Twenty-one employees were promoted during FY 2004, five of whom were promoted from a temporary to a permanent position.

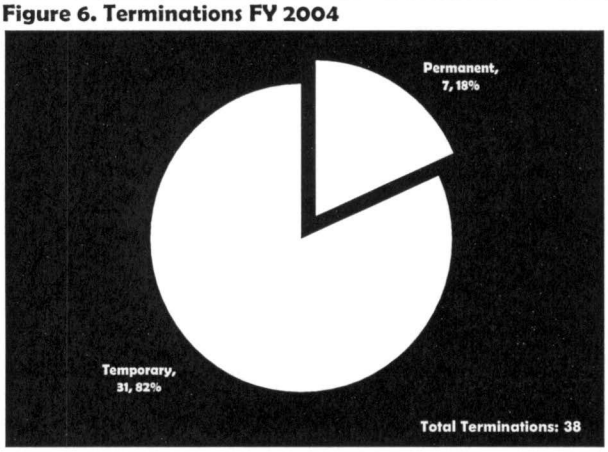
Figure 5. New Hires FY 2004



✶ TERMINATIONS

In FY 2004, 38 employees terminated their employment with the PHA. Of this number, seven (18.4%) were permanent employees and 31 (81.6%) were temporary employees. A large majority of these terminations were due to the seasonal nature of the position or because of the high turnover rate among security officers.

Figure 6. Terminations FY 2004



✶ RETIREMENTS

During FY 2004, four employees retired from their positions at the Housing Authority. These employees had 54 combined years of service with the Authority.

✶ RESIDENT RECRUITMENT AND EMPLOYMENT

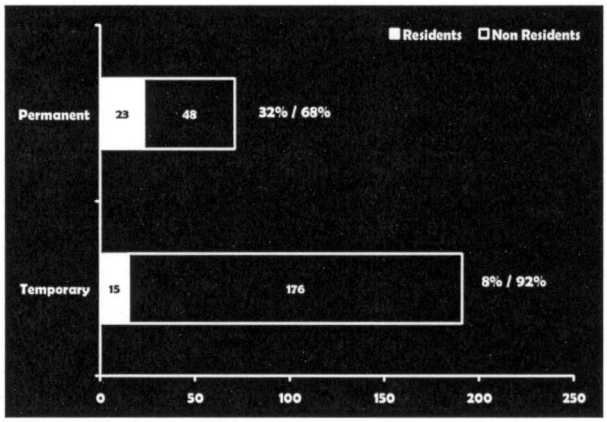
Finding the best possible people who fit within the PHA family and can contribute to the organization is both a challenge and an opportunity for Human Resource personnel. It is also a primary goal of the Housing Authority to improve the quality of life for its residents by providing employment opportunities with the agency. Ten years ago, the Authority created a Resident Recruitment and Employment Program. The objective of this program is to offer a training program to residents in the hopes of providing positive incentives for residents to seek employment, better their lives and become productive members of the community. Through this program, the Authority establishes opportunities for residents to:

- Learn work skills
- Prepare them for the labor market
- Promote better communications/relations between residents and staff
- Provide a ready pool of employees for vacant positions
- Provide positive incentives to work
- Increase resident self-esteem
- Promote economic independence through self-sufficiency

The training program consists primarily of on-the-job training and some classroom work. The Employment Support Center, with its flexible class schedule, has made it easier for resident employees to train and prepare themselves for the labor market. Residents selected for this program are not assessed an increase in their rent during their six-month trial period. Only after the training period has been completed and residents begin to work are rents adjusted to take additional income into consideration. It is the duty of the Human Resource Officer to maintain a list of qualified resident applicants to fill vacant positions. As jobs become available, resident applications are reviewed for qualifications.

The PHA currently employs 38 residents, 15 in permanent positions and 23 in temporary positions. These numbers represent 7.9% of the permanent staff and 32.4% of the temporary staff. Most residents are employed in entry-level positions such as Activity Assistants, clerical and maintenance jobs and lower to middle management positions.

Figure 7. Resident Employment FY 2004



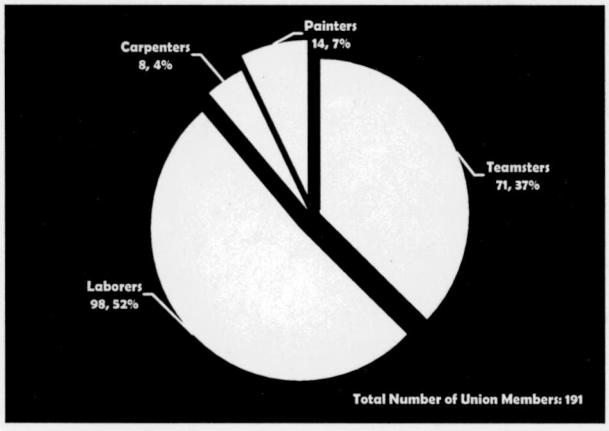
✶ BARGAINING UNITS

The Providence Housing Authority has labor agreements with four labor bargaining units:

- Teamsters Union
- Laborers Union
- Painters Union
- Carpenters Union

The Teamster's Union represents 71 (37.2%) employees; the Laborer's Union represents 98 (51.3%) employees; the Painter's Union represents 14 (7.3%) employees; and the Carpenter's Union represents eight (4.2%) employees. All employees, with the exception of the Executive Director, Deputy Director, Human Resource Officer, Special Assistant, Secretary to the Directors, Legal Counsel and all temporary personnel, are covered by one of the four bargaining units cited above. Relations are cordial and professional.

Figure 8. Union Representation FY 2004



✶ GRIEVANCES & ARBITRATION

Management and labor enjoy a good working relationship at the PHA. Managers and union members work together to attempt solving problems before grievances are filed. However, there are times when labor issues must be resolved through the grievance and/or arbitration process. During the past fiscal year, five grievance sessions were held, five (or 50%) less than FY 2003. This is the fewest number of employee grievances in the past eight years.

Table 6. Labor Grievances FY 1995 - 2004

Year	Number of Labor Grievances
FY 1995	4
FY 1996	5
FY 1997	28
FY 1998	12
FY 1999	9
FY 2000	11
FY 2001	20
FY 2002	7
FY 2003	10
FY 2004	5

✶ ABSENTEEISM

Sick leave is a *benefit* that is provided to all permanent employees of the Providence Housing Authority. Absenteeism must be managed in order to maintain the efficiency of our operation. Excessive absenteeism has a negative impact on the authority by putting additional burdens on other staff members, causing work delays and backlogs, and inefficiencies due to the unscheduled reallocation of resources.

Guidelines for Excessive Absenteeism were developed to assist supervisors in managing employees. Sick leave privileges are designated exclusively for *legitimate* absences.

During FY 2004, 1.1% (1/10% decrease from FY 2003) of all hours was classified as sick hours. While this percentage may seem small, it amounts to over 5,700 work hours. We will continue to analyze work absences and try to improve situations before they become a problem.

Table 7. Absentees FY 2004

Type of Hours	Hours	% of Total
Regular Hours	468,453	90.9%
Sick Hours	5,748	1.1%
Vacation Hours	24,510	4.8%
Comp Hours	3,154	0.6%
Wk Comp Hours	4,280	0.8%
FMLA Hours	9,034	1.8%
Total	**515,178**	**100%**

Wages and Benefits

✶ WAGES

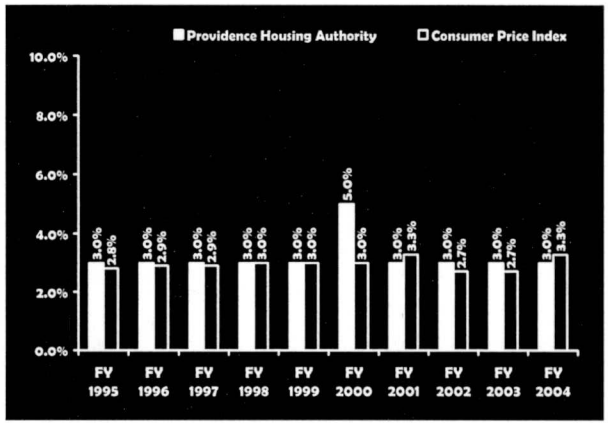
At the beginning of each calendar year, the Authority negotiates salary rates with the four unions representing PHA employees. After an analysis is conducted, based on projected funding from HUD and other sources, a negotiation plan is created and a proposal is offered to the unions. Determination is then made as to which contract provisions should be deleted or revised in order to provide a wage and benefit increase within the limits of the funds available in the budget. This past year all unionized personnel were provided with a 3% wage increase. This increase was less than the inflation factor by .3% represented by the Employment Price Index (EPI). The annual

The Employment Support Center, with its flexible class schedule, has made it easier for resident employees to train and prepare themselves for the labor market.

increase is in addition to step increases that employees are entitled to if they have not reach the final step in their pay scale.

It is virtually impossible for the PHA to negotiate long-term contracts with its unions due to the fluctuations in HUD's funding of the public housing program. Each year public housing authorities are at the discretion of Congress as to how much funds will be appropriated.

Figure 9. Average Wage Increase versus Consumer Price Index FY 1995 – FY 2004



Wages have remained competitive at the PHA even though HUD's "inflation factor" (the rate of increase in our annual budget determined by HUD) has been insignificant. PHA's negotiated wage increases have been keeping pace with the EPI. Over the last ten years the EPI has risen 32.2%, while wages at the PHA have increased by 35% (not including employee step increases) since FY 1994. On average, wages at the PHA rise approximately 3% annually.

✶ HEALTH + DENTAL BENEFITS

Although many employees think that medical insurance is a standard benefit, it is not a required and is provided at the discretion of the employer. The Providence Housing Authority continues to provide a very generous benefit package, which includes medical and dental coverage.

Rising healthcare insurance premiums continue to be a concern for both the Providence Housing Authority and its employees. The Authority has experienced successive years of double-digit healthcare premium increases. The double–digit increases have taken place while the State insurance reimbursement rates to Rhode Island hospitals were the eighth lowest in the nation, based on a review of 2002 figures by the state department of Health. As health care insurers poised to pay more to the health care providers, the Authority and other payers of insurance premiums, can expect health care insurance premiums to continue to increase. Many other factors contribute to the rising costs of health care insurance such as experience utilization, intensity of services and the lack of competition among carriers in the State.

As shown in the following tables and figures, healthcare costs have risen dramatically (112%) over the past ten years. During FY 2004, the Housing Authority paid $1,455,832 for healthcare as opposed to $1,283,904 in FY 2003, an increase of 13%. We have been able to offset some of this expense through employee contributions totaling $33,723 and through COBRA payments of $24,778. The amount the Authority pays ($80,306) directly to employees covered under their spouse's health plan is included in the cost of health insurance. If the Authority were to pay the insurance for these 29 individuals it would cost $186,327. By offering the "buyback" option, the Authority nets a savings of $116,854.

The Providence Housing Authority offers a valuable dental insurance plan through Delta Dental of RI. The renewal rates for the dental benefit offered by the Authority have also risen from $106,685.in FY 2003 to $114,900 in FY 2004 an increase of 7.7%. We were able to offset some of the cost through employee contributions totaling $3,661 and COBRA payments of $3,854.

Table 8. Health Care Costs per Employee FY 1995– FY 2004

Year	Total Cost	Number of Employees	Cost per Employee
FY 1995	$687,804	156	$4,409
FY 1996	$810,453	164	$4,942
FY 1997	$824,780	169	$4,880
FY 1998	$681,356	174	$3,916
FY 1999	$711,480	181	$3,931
FY 2000	$849,885	189	$4,497
FY 2001	$1,046,358	169	$6,191
FY 2002	$1,168,892	163	$7,171
FY 2003	$1,283,904	170	$7,552
FY 2004	$1,455,832	191	$7,622
% Change FY 2003 – FY 2004	13.4%	12.3%	0.9%
% Change FY 1995 – FY 2004	111.7%	22.4%	72.8%

Figure 10. Health Benefit Costs
FY 1995 – FY 2004

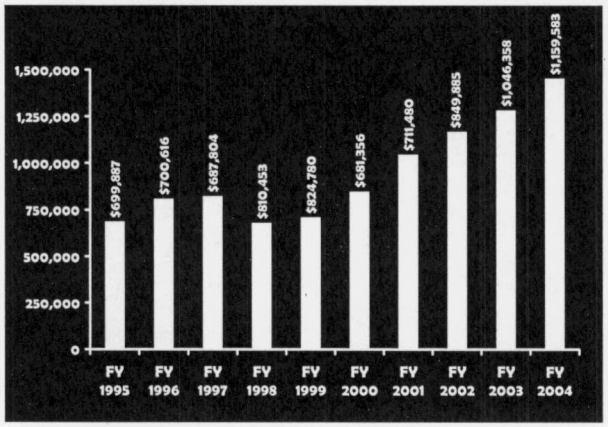
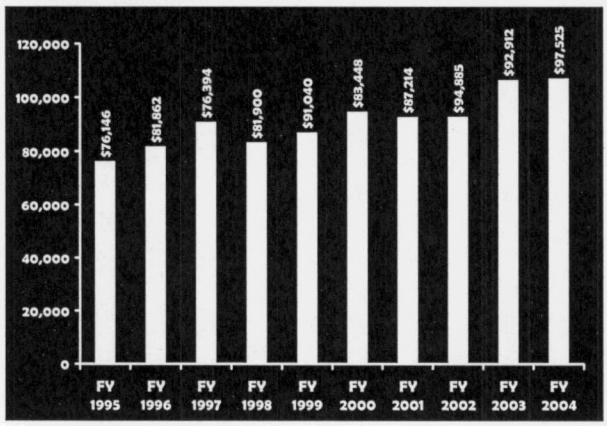


Figure 11. Dental Benefits Costs
FY 1995 – FY 2004



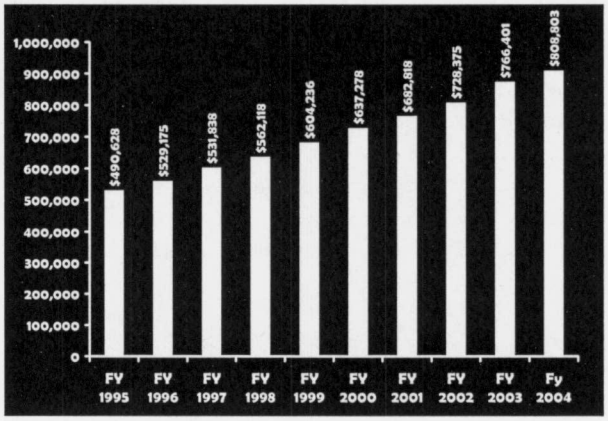
✶ PENSIONS

All permanent, union employees have two contributory pension plans: their union plan and the PHA-provided Mutual of America plan. Over the past five years, pension costs have increased by 28% from $682,818 in FY 1999 to $874,694 in FY 2003. The cost per employee has risen only 3.5% from $4,469 in FY 2002 to $4,628 in FY 2003 but has risen 37.2% over the past ten years. The number of employees participating in this plan has increased 4.4% from 181 in FY 2002 to 189 in FY 2003.

Table 9. Pension Costs per Employee
FY 1995 – FY 2004

Year	Total Cost	Number of Employees	Cost per Employee
FY 1995	$531,118	156	$3,405
FY 1996	$562,118	164	$3,428
FY 1997	$671,236	169	$3,972
FY 1998	$637,278	174	$3,663
FY 1999	$682,818	181	$3,772
FY 2000	$728,375	190	$3,834
FY 2001	$766,401	192	$3,992
FY 2002	$808,803	181	$4,469
FY 2003	$874,694	189	$4,628
FY 2004	$910,266	191	$4,766
% Change FY 2003-FY 2004	4.0%	1.0%	2.9%
% Change FY 1995-FY 2004	71.3%	22.4%	39.9%

Figure 12. Total Pension Costs
FY 1995 – FY 2004



The following table illustrates the percentage of funds the Authority contributed to each plan.

Table 10. Pension Plan Costs FY 2004

Pension Plan	Costs to PHA	Percentage of Total
Laborers	$233,634.00	25.7%
Teamsters	$200,099.00	22.0%
Painters	$56,134.35	6.2%
Carpenters	$52,199.79	5.7%
Mutual of America	$368,198.81	40.4%
Total	**$910,265.95**	**100.0%**

Risk Management and Safety

✶ WORKERS COMPENSATION

The past decade has been one of both challenge and opportunity for Workers Compensation claims. According to a Harvard Joint Center for Housing Studies, workers comp insurance premiums is one of the items having a major impact on Housing Authorities' expenses. Prices are escalating, government and industry officials said, because of rising medical and legal costs. The Authority cannot trim their workers' compensation coverage to save money because every employee must be fully insured.

Employees' injuries have fluctuated during the four policy periods reaching a high of 51 in FY 2001 and then declining to 40 in FYs 2003, and 2004. During the past year a Safety and Health Program Assessment was conducted by a representative of Beacon Insurance Co. The Providence Housing Authority has improved to an "Outstanding" rank.

Our workers compensation premiums also increased from FY 2002 by $23,447 or 10.9% and a staggering 137.3% ($137,401) over the past five years. The cost per employee is $879 compared with $826 last year, an increase of 6.4%.

Annually the Authority conducts workplace OSHA compliance safety inspections at all of our Facilities Management worksites. As a result of the inspections potential exposures were identified and corrected by the Facility Management Department before an accident or injury occurred. The inspections provide the Authority with the necessary information needed to reduce loss or injury.

During this fiscal year, four hundred sixty-seven (467) days were lost from work from injuries sustained. This number is slightly higher than last years' four hundred fifty-three (453) days, an increase of fourteen (14) days or 3%. It should be noted that of the 467 days lost, 262 days (56%) are attributed to three employees injured in FY 2002. Although the number of claims has increased dramatically since last year, the number of days lost is only slightly higher.

Of the employees injured in FY 2003, the average number of weeks lost per employee is one week, down from last years' average of three weeks per injury. The majority of employees (18) injured on the job lost no time from work. Eight employees lost less than one week's time, twelve employees lost between one and six week's time and two employees lost between six and eight week's time. Of the injuries carried over from FY 2002, two employees lost between one and six weeks and one employee lost just less than 46 weeks.

Table 11. Workers Compensation Claims FY 2004

Time Lost	# Injuries FY 2004	# Injuries FY 2003 (carried over)	Total
No Time Lost	26	18	46
< 1 Week	6	8	14
> 1 Week & < 6 Weeks	5	12	17
> 6 Weeks & < 8 Weeks	0	2	2
> 8 weeks	5	0	5

In a continued effort to reduce the number of workers compensation injuries, the PHA follows guidelines outlined in the Risk Control Plan, which requires PHA staff to:

- Conduct quarterly Safety Committee meetings
- Provide a Flexibility program
- Claims review semi-annually
- Increase the amount of safety awareness + injury prevention training
- Respond swiftly to correct all reported safety problems
- Investigate and document all accidents
- Provide a medical delivery system
- Case Manage all injuries
- Offer Return to Work program
- Conduct annual OSHA inspections

Figure 14. Workers Compensation Claims FY 1995 – FY 2004

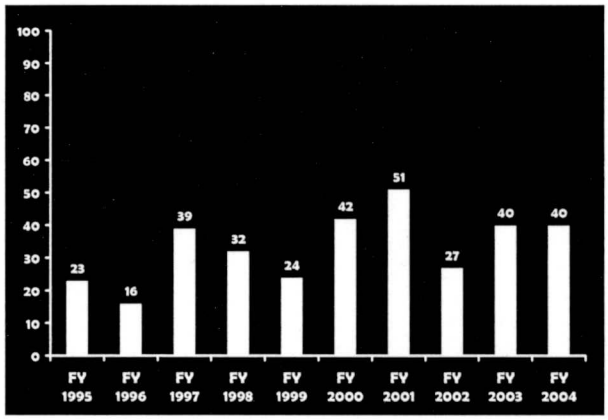


Table 12. Workers Compensation Premiums FY 1995 – FY 2004

Policy Year	Premium	% Change (from Previous Year)	Number of Employees	Cost per Employee
1994-1995	$438,529	-17.2%	222	1,975
1995-1996	$352,420	-19.6%	251	1,404
1996-1997	$207,171	-41.2%	229	905
1997-1998	$122,000	-59.0%	266	459
1998-1999	$111,233	-8.8%	234	$475
1999-2000	$100,046	-10.1%	260	$385
2000-2001	$133,384	+33.3%	278	$480
2001-2002	$207,000	+55.2%	284	$729
2002-2003	$214,000	+3.4%	259	$826
2003-2004	$237,447	+10.9%	270	$879

✶ GENERAL LIABILITY INSURANCE

The insurance industry, like many businesses, is cyclical in nature, over the past six years, Providence Housing Authority general liability insurance premiums have fluctuated. The events of September 11, 2001, economic downturn, lower returns on investments, changes in the insurance industry types of coverage, new guidelines, and claim experience has had a major impact on insurance pricing. During this time period, the Authority has experienced five years of insurance premium increases, which has had an impact on the operating budget bottom line.

The Authority general liability insurance premium has increased by $26,988 or 16% from $169,000 to $195,988. The effective implementation of the five risk control techniques, have been the tools used by the Authority to reduce the risks before they happen. The Authority continues to study new methods of effective loss prevention programs.

Table 13. General Liability Premiums FY 1995 – FY 2004

Policy Year	Premium	% Change (from Previous Year)	Losses	Outstanding Liability
1994-1995	$88,293	-20.1%	$29,602	$39,475
1995-1996	$101,967	15.5%	$876	$16,823
1996-1997	$111,467	9.3%	$0	$0
1997-1998	$124,490	11.7%	$10,439	$20,129
1998-1999	$118,151	-5.1%	$8,139	$89,061
1999-2000	$135,172	+14.4%	$132	$22,868
2000-2001	$122,994	-9.0%	$1,577	$75,923
2001-2002	$150,158	+22.1%	$11,939	$12,371
2002-2003	$169,000	+12.5%	$25,284	$64,202
2003-2004	$195,988	+16.0%	$2,000	$49,000
Total			**$89,988**	**$350,377**

✶ SAFETY COMMITTEE

Risk Management is a function that allows the Authority to conduct its activities in a manner that does not impose an unreasonable risk of loss or injury. The Providence Housing Authority's Risk Management Program involves the use of physical and human resources to reduce the frequency and severity of accidents. Insurance is one tool of risk management. When joined with good risk control techniques practiced at the PHA on a day-to-day basis, the combination produces a far greater potential for reducing costs than insurance management alone. The substantial long-term education in the cost of Workers' Compensation and General Liability Insurance.

Our goal is to manage risk, reduce losses, and to meet the safety needs of our staff and residents by providing a safe environment in which to work and live. We have implemented a strategy for managing change. Confronting changes in the operation up front can reduce risk management expenditures and prevent losses. This program has been in existence for over ten years. Its goals are to provide training and ongoing education in risk management to residents and staff of public housing. To be successful, such a program must embody the proper attitudes towards injury and illness prevention regarding safety and health matters. In an effort to reduce the number of disabling injuries and illnesses, management agrees to provide all

mechanical and physical facilities required to ensure the highest standards of personal safety and health.

The Safety Committee is an advisory committee of volunteer staff members from each department. The Safety Committee serves as an advisor to the Executive Director. The committee developed a safety-meeting schedule six months prior to the beginning of the FY 2004 and will conduct four quarterly meetings. The goals of the committee are to educate, resolve safety issues and set an example for other staff members. This past year the Safety Management Handbook was updated. Over the next five years, the Safety Committee has resolved to:

- Produce an ergonomic assessment.
- Develop an annual risk control plan
- Focus training on reducing specific losses and monitor success.
- Conduct a comprehensive loss analysis.
- Discuss safety issues at management meetings
- Perform a comprehensive loss analysis

In addition, a 10-year cost analysis of all insurance costs was prepared and all insurable property was assessed to determine if coverage is adequate. Workers' Compensation claims and General Liability claims were reviewed to determine types and frequency. The committee will continue to evaluate and monitor all third party claims against the PHA.

✶ RISK MANAGEMENT AWARDS

During FY 2004, the PHA received two awards from our insurance provider:

- Outstanding Risk Control Program Award
- Risk Work Control Plan

Family Medical Leave

In accordance with the Family Medical Leave Act of 1993, the Providence Housing Authority maintains a policy that provides generous leave to employees meeting the eligibility requirements with family or medical problems requiring them to be absent from work. During FY 2004, 29 employees took advantage of this program and took time out of work. Additionally, five employees on FMLA in FY 2003 carried leave over to FY 2004. The combined average length of time away from work was seven weeks per employee. One thousand one hundred sixty-nine and a half days (or 234 weeks) were lost from work during FY 2004. This is an increase of 16.8% from FY 2003.

Table 14. Family Medical Leave FY 2004

# Weeks	# On Leave FY 2004	# On Leave FY 2003 (carried over)	Totals
< 1 Week	1	1	2
1 - 4 Weeks	8	11	19
4 - 8 Weeks	10	11	21
8 - 13 Weeks	9	7	16
13+ Weeks	1	1	2

Employee Assistance Program

The Providence Housing Authority contracts with the Providence Center to provide an Employee Assistance Program (EAP) for staff members and their families. The role of the Providence Center is to provide a range of programs to reduce stress, to generate good mental health and to nurture personal growth both on and off the job. This is accomplished through counseling and service programs. All of the Providence Center's programs are confidential. In FY 2004, approximately 3% (or five employees) of the full-time staff took advantage of the programs offered by the Center.

Table 15. Utilization of Employee Assistance Program FY 1995 – FY 2004

Year	Number of Employees	Percentage
FY 1995	12	7%
FY 1996	6	3%
FY 1997	6	3%
FY 1998	7	4%
FY 1999	8	3%
FY 2000	7	4%
FY 2001	9	6%
FY 2002	14	8%
FY 2003	14	5%
FY 2004	5	3%

Staff Training and Development

One of the prime objectives of the Human Resource Office is to provide effective, strategic and targeted training to the employees of the Housing Authority on a continuous basis in order to enhance and develop necessary skills and certifications. A strategic, comprehensive and well-managed program of training:

- Identifies and utilizes experienced trainers/resources available
- Implements practices which lead to more highly skilled employees

- Meets training and development needs of staff/department
- Meet safety training requirements for the wellbeing of employees in the workplace
- Is accessible to all staff members
- Contributes to the professional development of employees

With this in mind, the Housing Authority has developed a comprehensive training program, outlined in the Annual Training Plan, to provide specific instruction in needed areas identified by the Annual Training Needs Assessment. Staff training is provided by both in-house personnel and through third-party providers. In addition, the Housing Authority continues to provide interactive satellite training in cooperating with the Housing Television Network (HTVN) and Computer Based Training (CBT), where employees are now able to access various software applications training directly from their workstation.

In FY 2004, the Providence Housing Authority conducted 4,242 hours of staff training, 11.1% greater than last year. Of this training, employees participated in 772.5 hours (18.2%) of OSHA Compliance Training. The Housing Television Network (HTVN) provided 441 hours (10.4%) of training. Although the number of hours that employees attended this type of training is relatively low, all programs are taped for future viewing. A log is kept of all recorded programs. In addition to OSHA Compliance and HTVN training, employees accessing various software applications through Computer Based Training (CBT) logged 133.75 hours (3.2%). The remaining hours of training (2,894.5 or 68.2%) were provided by in-house personnel as well as outside sources.

During this past fiscal year, the largest areas of concentration were in General Management Training at 2,938.5 hours (69.3%); 772.5 hours (18.2%) were spent on Safety Training, 238.8 hours (5.6%) were spent on Computer Training, 215 hours (5.1%) were spent on Technical/Maintenance Training and 77 hours (1.8%) were spent on HUD/Regulatory Training. The Housing Authority allocated $40,000 in training funds for FY 2004.

Table 16. Training Hours FY 1995 – FY 2004

Year	Hours	% Change (from Previous Year)	Budget
FY 1995	4,073.00	11.9%	$35,000
FY 1996	5,083.00	24.7%	$38,000
FY 1997	4,835.00	-4.9%	$47,000
FY 1998	2,992.50	-38.0%	$35,000
FY 1999	3,643.25	+13.4%	$30,000
FY 2000	3,044.00	-16.4%	$30,000
FY 2001	3,488.50	+14.6%	$30,000
FY 2002	4,323.00	+23.9%	$30,000
FY 2003	3,817.00	-11.7%	$30,000
FY 2004	4,241.75	+11.1%	$40,000
Total	39,540.50	NA	$345,000

✶ TRAINING NEEDS ASSESSMENT

The Training Needs Assessment is an instrument used by the Housing Authority to measure the greatest areas of staff training needs. Employees are asked to complete a detailed questionnaire indicating where they feel their training requirements are. Surveys are geared towards specific positions rather than the general population of the Authority. Separate assessments are used for Clerical Staff, Administrative/Management Staff, Facilities Management Supervisors and Facilities Maintenance Staff. By using four different surveys, the results more clearly define where the training needs of our staff are. Skills are identified and categorized into the following sections: Self Management and Development Skills; Interpersonal Relationship Skills; Communication Skills; Performance Management Skills; Planning, Scheduling and Assigning Work Skills; General Office Skills; and Technical Skills. In addition, Custodial and Maintenance Skills and Safety Precaution Training Skills were included in Facilities Management surveys. The results of the survey are analyzed and used to create the Annual Training Plan.

✶ TRAINING ROOM LIBRARY

A library of books and materials, including audio and video instruction, is available to all staff members and residents in our training room. The Providence Housing Authority continues to provide training through the Housing Television Network, an interactive satellite network that serves public housing authorities nationwide. It allows for interactive learning among ourselves and other participating housing authorities in the United States. The concept is intended to greatly expand the possibilities and lower the cost of training for PHA staff and residents. Our productivity, response time, quality, cost control and

resident services have shown steady gains and our skills are in a constant state of renewal.

In addition to these training materials, the PHA offers on-line Computer Based Training (CBT), which allows employees the flexibility to work directly from their workstation at their own pace. Software applications available include Microsoft Word, Excel, Access, Power Point and Outlook.

✶ TRAINING PROVIDERS

Staff training is conducted by both in-house personnel and through third-party providers. In FY 2004, training has been conducted by organizations such as FGM Solutions, Beacon Mutual Insurance, NAHRO, and National Seminars Group to name a few.

Table 17. Staff Training Hours by Category FY 2004

General Category	Total Hours	Percent of Total
Computer Training	238.8	5.6%
General Management	2,938.5	69.3%
HUD / Regulatory	77.0	1.8%
Safety Training	772.5	18.2%
Technical / Maintenance	215.0	5.1%
Total Training	**4,241.75**	**100.0%**

GENERAL COUNSEL'S REPORT

The Housing Authority employs a full time attorney as General Counsel to assist its Board of Commissioners, staff, agents and representatives in managing and coordinating all of the diverse legal matters and affairs that relate to the Authority's operations and facilities. A vast array of legal issues are constantly present or arising due to the differing and changing rights, duties and obligations of the Authority and those that work with it or for it. This also applies to the many people and/or organizations that provide services to or receive services from the Authority. Legal services, including formal and informal legal opinions and documents have been rendered or prepared for the Authority and its staff relative to a wide range of subjects.

Governmental Hearings

Reviewed petitions for twelve Zoning and/or Licensing hearings for properties near or adjacent to PHA developments. Reviewed and forwarded payment for eleven environmental liens against PHA properties.

Contracts

The Authority's General Counsel has provided advise and assistance to staff with respect: drafting and/or reviewing legal and other service and construction contracts; interpreting rights and obligations contained in numerous contracts and licensing agreements entered into by the Authority.

Real Estate Conveyances

One scattered-site single-family home owned by the Authority was sold to a resident this year. In connection with mortgages held on properties previously sold, payoff statements were prepared and payments received from two former tenants. Also prepared mortgage documents and provided advice concerning the purchase of homes by three tenants under the Home Ownership Program offered to Section 8 participants. In connection with the construction of the Authority's new Facilities Management and Resident Services buildings, the General Counsel assisted staff and rendered advice concerning various easement and permitting issues related to the new buildings.

Miscellaneous Matters

The General Counsel updated monthly, annual and performance reports; attended various staff meetings and functions; reviewed periodic statements for legal services rendered; deposed social worker from Human Services Food Stamp Program for Section 8 Program; reviewed security reports; reviewed claim from former tenant and referred complaint to Landlord/Tenant counsel; verified property ownership records for Section 8 staff; and reviewed legal service RFPs with Executive Director and drafted three contracts for legal services; reviewed file and Notice of Commencement of Bankruptcy Case of Tenant; reviewed and revised form of Confidentiality Agreement; drafted response to attorney's request for information for Section 8 Landlord; reviewed and revised public pay phone agreement; advised management staff as to legality of request for information from Pawtucket Housing Authority; reviewed Lead Paint Case Subpoena and conferred with insurer's legal counsel regarding response; conferred with staff and insurance company lawyer regarding request for information received concerning State of Rhode Island v. Lead Industries Association, Inc. et al.; drafted P&S Agreement for sale of 29 Newark Avenue to PHA tenant; conferred with staff regarding laws restricting political activities; drafted operating agreement for water park; reviewed and revised Code of Conduct; advised staff regarding rights of Sect. 8 landlords in partnership dispute; conferred with staff regarding damages to vehicle during repairs; conferred with staff and our legal counsel regarding subpoena for information in Lead Paint Case.; advised staff regarding tax obligation of tenant association for equipment lease; filed forms necessary to reactivate food service license from Health Dept. for community center; advised staff regarding abandonment of personal possessions by estate of deceased tenant; reviewed unpaid water bill for old account at scattered site unit purchased by PHA in 1996; advised staff regarding our right to withhold and set-off payments to landlord that was former tenant; conferred with staff regarding contract compliance issue; advised staff regarding meaning of various legal terms; advised staff regarding recoup of assistance payments from Section 8 tenants that commit fraud; advised staff regarding obligations to respond to subpoena; advised staff regarding validity of bid from disbarred contractor; conferred with staff regarding rejection of trash bid and selection of contractor; advised staff regarding receipt of witness and records subpoena; revised and standardized non-compliance and eviction form letters for Housing Management; reviewed court files of outstanding eviction cases and copied records; participated in charity golf tournament; reviewed information regarding implementation of new lead paint and fire/safety regulations; assisted staff present PHA position to Appeal Panel for rejection of trash bid from existing contractor; drafted and forwarded letter to fire department regarding PHA tax exempt

status; coordinated arrangements and documentation required for sale of 29 Newark Street; attended closing for sale of 29 Newark Street; further advised staff regarding State Laws concerning Probate and Estates; advised staff notice to terminate cabinet supply contract; and revised draft of letter to AT&T authorizing installation of additional equipment.

Grievance Hearings

The Authority's General Counsel also participated in and wrote decisions for a total of 24 Grievance Hearings which were requested and/or held for applicants (13) or tenants (11) during the period covered by this report; 22 of the decisions rendered by the Grievance Panels hearing these cases were in favor of the Authority.

Figure 16. Grievance Hearings FY 2004

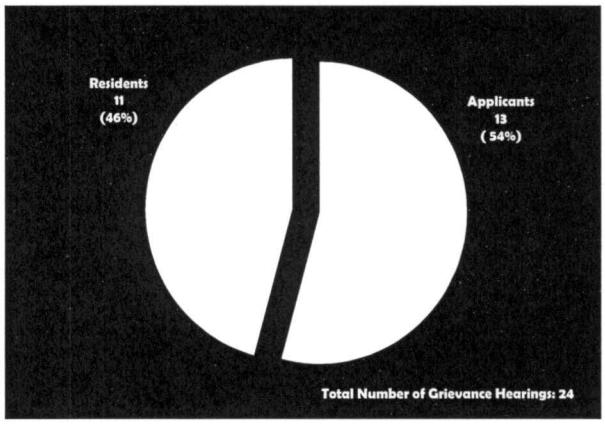
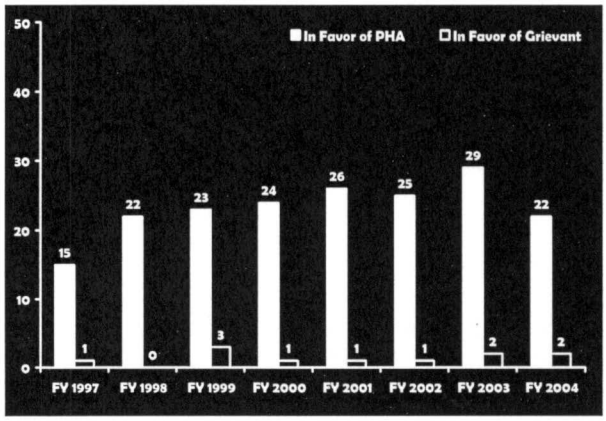


Figure 17. Grievance Hearings FY 1997 – FY 2004



Note: The Authority's General Counsel began participating in and compiling information concerning the disposition of grievance hearings in 1997.

While many tasks, functions and issues have been handled by the Authority's General Counsel; it has been necessary to also utilize the services of outside, private attorneys and law firms to handle certain matters of a complex and/or specialized nature. After publicly soliciting proposals from numerous law firms, the Authority contracted with the law firms of Anne-Marie Krollman; Little, Medieros, Kinder, Bulman & Whitney, PC; and BLISH & CAVANAGH for legal services related respectively to Tenant/Landlord matters, labor relations and civil litigation. Aside from ordinary evictions and employment matters, the Authority has been involved as a party in various legal proceedings as follows:

Cases

- In the matter of the **SCHS ASSOCIATES VS. PROVIDENCE HOUSING AUTHORITY, ET AL**, C.A. # 97-368-L, an action was brought by the owner of Barbara Jordan Apartments to object to rental reductions ordered by the U.S. Department of Housing and Urban Development. Motions for Continuance were heard and granted in order to give the owner and HUD an opportunity reach agreement on a financial restructuring plan in the fall of 2004.

- In the matter of **BENJAMIN WOODS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-00-2413), the PHA remained a party in a lawsuit brought by a person claiming injuries allegedly resulting from exposure to lead paint when the person was a minor and a PHA resident in 1983. Case was resolved by counsel for insurer and matter was dismissed in October, 2002.

- **MARTHA SAUNDERS VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-1313). A slip and fall type case brought against Authority was answered and settled by legal counsel for Authority's insurer.

- **ELIDA A. RIVERA VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0427). Former employee that lost unemployment appeal and discrimination complaint, filed suit claiming wrongful discharge and violations of her civil rights during period of employment. Case was dismissed and appeal by Plaintiff was denied.

- **REGINA MONTEIRO VS. PROVIDENCE HOUSING AUTHORITY** (C.A. P-01-0290). Another slip and fall type case brought against Authority was answered and settled by legal counsel for Authority's insurer.

✶ **MELISSA CRUZ ET AL VS. CITY OF PROVIDENCE, PHA ET AL (**C.A. P-99-3944). Plaintiff's personal injury Complaint against City Police Department has been answered. No action taken in this matter.

✶ **FRANCISCA RODRIGUEZ, ET AL VS. PROVIDENCE HOUSING AUTHORITY** (C.A. #P-99-5832) Slip and fall case answered by attorney for insurer. Case dismissed based on Motion for Summary Judgment.

✶ **MONIQUE ROBINSON VS. PROVIDENCE HOUSING AUTHORITY** (C.A. #P-03-) Personal injury claim alleging faulty fencing at Chad Brown basketball courts. Case answered by attorney for insurer.**REGINA GIBBS VS. PROVIDENCE HOUSING AUTHORITY ET AL (C.A. #03-)** Personal injury claim brought by person claiming to be assaulted on or near PHA property due to alleged unsafe conditions. Matter referred to and answered by attorney for insurer.

✶ **ESTATE OF MARY BROWN VS. PROVIDENCE HOUSING AUTHORITY ET AL** (C.A. No. PC-02-4655) Heirs of murder victim filed suit against PHA and City for failure to prevent abuse and murder of victim. Matter referred to and answered by attorney for insurer.

Table 27. Contracted Legal Expenses FY 2004

Vendor		Operations Budget	Modernization Budget	Development Budget	Section 8 Budget	Sub Total	Overall Total
Gereboff & Gelade	Attorney Fees *	$17,000.00				$17,000.00	$24,446.13
	Court* Fees/Costs	$ 7,446.13				$ 7,446.13	
Anne-Marie Krollman	Attorney Fees	$25,059.50				$25,059.50	$38,506.50
	Court* Fees/Costs	$13,447.00				$13,447.00	
Constable: George R. Clark		$11,571.00				$11,571.00	$11,571.00
Little, Medeiros, Kinder, Bulman & Whitney, PC		$24,655.21				$24,655.21	$24,655.21
Bliss & Cavanagh			$5,750.14			$5,750.14	$5,750.14
Total		**$99,178.84**	**$5,750.14**			**$104,928.98**	**$104,928.98**



The Office of Finance, Accounting & Budgeting staff at a staff meeting

Office of Finance, Accounting & Budgeting

OVERVIEW

The Office of Finance, Accounting and Budgeting is responsible for all financial transactions at the housing authority. The office prepares and monitors the budget, pays our bills, records rent collections, purchases all materials and supplies and administers every grant awarded to us regardless of source. (HUD).

The PHA receives funds from a number of sources. The Department of Housing and Urban Development provides the bulk of our funds in the form of subsidies and program grants. Rents are our second greatest source of funds comprising approximately 45% of our annual operating budget.

The largest single source of funds received is from HUD for the Section 8 program. This program alone comprises 53% of funds administered in FY 2004. The Annual Operating Budget, consisting of subsidy funds from HUD, rents collected from residents, and other funds such as interest earned, excess utility fees, and entrepreneurial activities make up 33% of the funds administered during the 2004 fiscal year. Capital Funds from HUD, which are used to rehabilitate our properties, comprise 9% of aggregate funds administered. The balance of funds is from numerous grants from HUD and other sources. Some sources of funding other than HUD are: RI Department of Health, RI Department of Elderly Affairs, United Way of RI, City of Providence, plus others.

In FY 2004, the office issued 14,009 payroll checks and 5,010 payments to vendors that totaled $17.9 million. The office also issued 3,818 purchase orders for materials and supplies totaling $1.6 million and paid $23.2 million in housing assistance payments to private landlords in the city.

FUNDING SOURCES AND TRENDS

Table 1. Aggregate Funding and Rate of Change FY 2000 – FY 2004

FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
$45.18	$44.61	$41.39	$39.43	$33.43

Rate of Increase (Decrease) FY 2003- FY 2004		Rate of Increase (Decrease) FY 2000-FY 2004	
Amount	Percent	Amount	Percent
$0.57	+1.2%	$11.75	+35.1%

The department administered $44.18 million in funding in FY 2004, a 1.3% increase from FY 2003. [See table 1] The department breaks down the funds administered into six categories: Operating Budget, Section 8, Capital Funds/Development, HUD/Other, State/City, and Other.

The largest single program administered is the Section 8 program totaling $22.8 million, which is $0.700 million more than the previous year. The second largest program is the Operating Budget at $16.8 million, 9.8% more than FY 2003. The Capital Fund was the third largest program administered at $4.5 million, 28.6% more than the previous year. Three of the categories experienced reductions from the previous fiscal year (HUD/Other, State/City, and Other). The greatest loss of funds by category was HUD/Other. This category of funding fell from $3.4 million in FY 2003 to $0.867 million in FY 2004, a 74.5% reduction. This reflects the termination of several HUD grant programs, especially the Public Housing Drug Elimination Program.

Table 2. Aggregate Funds Administered FY 2000 – FY 2004 (in millions)

Program	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
Operating Budget	$16.8	$15.3	$13.	$12.8	$10.8
Section 8	$22.8	$22.1	$20.4	$20.6	$18.9
Capital Funds	$4.5	$3.5	$5.2	$3.7	$2.2
Development	$0	$0	$0	$0	$0.02
HUD/Other	$0.9	$3.4	$1.3	$1.3	$0.9
State/City	$0.1	$0.2	$0.524	$0.9	$0.5
Other	$0.1	$0.1	$0.069	$0.1	$0.1
Total	**$45.18**	**$44.61**	**$41.39**	**$39.43**	**$33.43**

The office is also responsible for investing any reserve funds to maximize our rate of return according to standards and procedures established by the Department of Housing and Urban Development.

Figure 1. Aggregate Funds Administered FY 2004

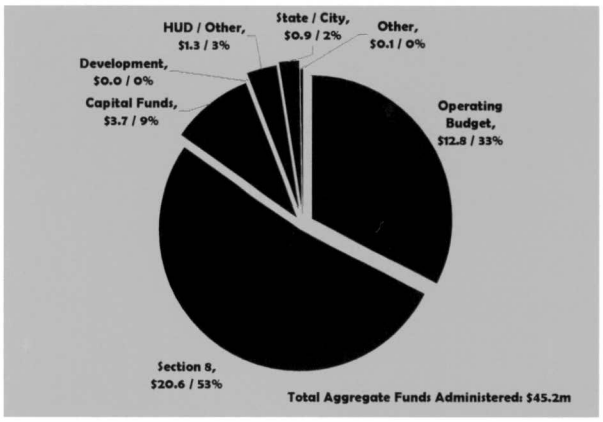
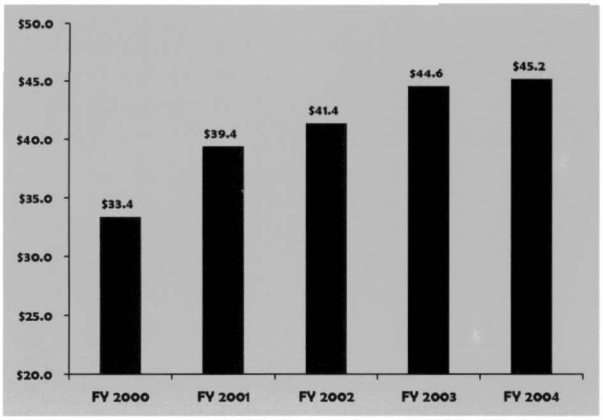


Figure 2. Aggregate Funds Administered FY 2000 – FY 2004



ANNUAL OPERATING BUDGET

The PHA had **income of $16,812,785** and **expenses totaling $16,382,237** in FY 2004 resulting in a **year-end surplus of $430,548**. The surplus was realized because of a $1.0 million transfer of Section 8 administrative fee reserves to the annual operating budget. This is not unusual. WE have transferred Section 8 administrative fee reserves to account for a shortfall in the public housing budget. This amount, however, was the largest amount ever transferred. This is the last year we can transfer these funds. Legislation now prohibits the use of Section 8 funds for other than Section 8 related expenses. This will definitely negatively impact our future operations and limit our flexibility in the use of funds.

Total Operating Income (Operating Receipts and HUD Annual Operating Subsidy)

Table 3. Annual Operating Income and HUD Subsidy FY 2000 – FY 2004

Program	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
Dwelling Rent	$6,459,865	$5,972,191	$5,476,993	$5,195,345	$5,068,100
Excess Utilities	$41,674	$21,242	$7,429	$0	$0
Interest Income	$108,027	$144,164	$47,242	$171,417	$118,041
Other Income	$3,178,216	$1,722,241	$1,242,226	$1,330,891	$165,278
Total Operating Receipts	**$9,787,782**	**$7,859,838**	**$6,773,890**	**$6,697,653**	**$5,351,419**
HUD Operating Subsidy	**$7,025,003**	**$7,475,476**	**$7,240,953**	**$6,159,405**	**$5,476,864**
TOTAL Operating Income	**$16,812,785**	**$15,335,314**	**$14,014,843**	**$12,857,058**	**$10,828,283**

Table 4. Annual Operating Income Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Dwelling Rent	$487,674	8.17%	$1,391,765	24.05%
Excess Utilities	$20,432	96.19%	$41,674	NA
Interest Income	($36,137)	-25.07%	($10,014)	-29.16%
Other Income	$1,455,975	84.54%	$3,012,938	1212.47%
Total Operating Receipts	**$1,927,944**	**24.53%**	**$4,436,363**	**59.63%**
HUD Operating Subsidy	**($450,473)**	**-6.41%**	**$1,548,139**	**28%**
Total Operating Income	**$1,477,471**	**9.63%**	**$5,984,502**	**55.27%**

Figure 3. Annual Operating Income FY 2004

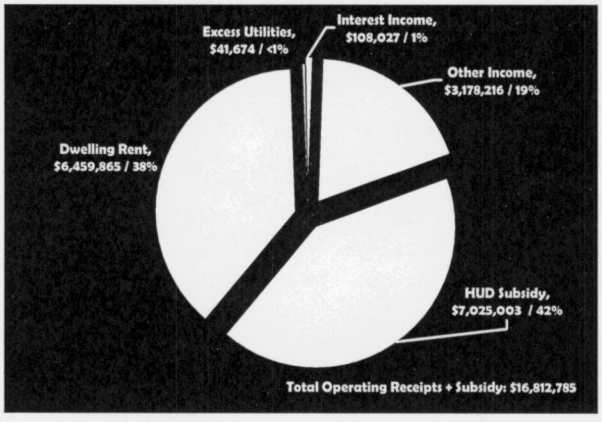


Figure 4. Annual Operating Income FY 2000 – FY 2004

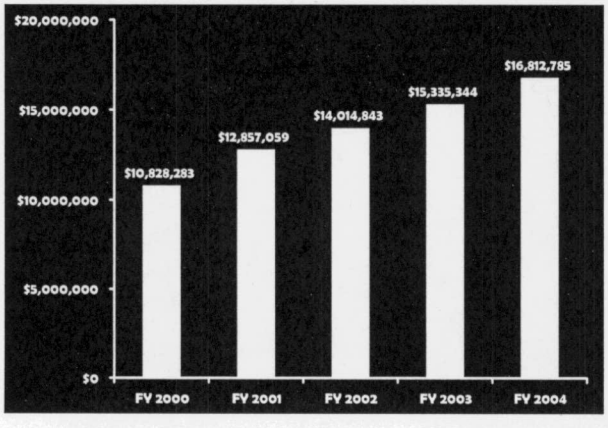
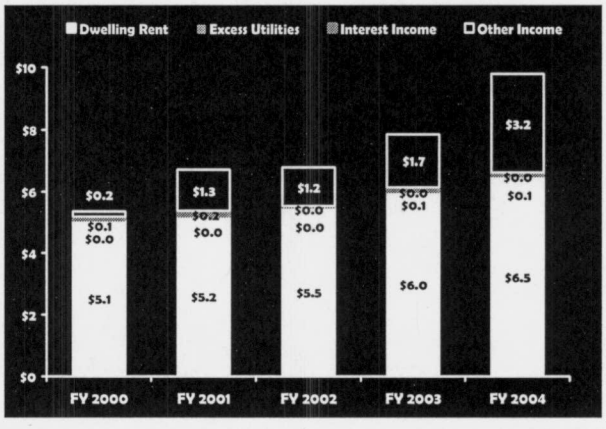


Figure 5. Operating Income by Budget Category FY 2000 – FY 2004



Operating Income consists of rents collected from residents, an annual operating subsidy from the Department of Housing and Urban Development, fees earned, and funds from "other" sources, such as vending fees and income earned from enterprise activities.

The FY 2004 operating budget increased by $1.47 million, or 9.6%, from FY 2003. Over the last five years, the operating budget has increased on average by 11% annually and 55.5% since FY 2000.

DWELLING RENT

Dwelling rent increased $0.487 million from FY 2003, an 8.2% increase. This is the largest increase in dwelling rents experienced in the last ten years. The reasons for this are a higher average rent collected than budgeted and an occupancy rate greater than the rate budgeted.

EXCESS UTILITIES

Excess utilities experienced a 96% ($20,432) increase from FY 2003. These are fees charged to residents when they exceed their utility allowance. Most of this increase is the result of enforcing the monthly charge for air conditioners.

INTEREST INCOME

Interest income was $108,027, twenty-five percent less than the previous year, but 22% more than budgeted. This budget category has increased dramatically over the last several years. This year's increase is primarily due to interest income earned on a bond issuance. However, the amount is a paper entry and is offset in the general expense category. Housing authorities are restricted in their investment options to earn interest on their cash accounts. The Department of Housing and Urban Development restricts what types of accounts we invest in for income. Our interest income is primarily from overnight deposits at our financial institution.

OTHER INCOME

The budget income category, know as Other Income, was $3.17 million, an 84.5% increase from FY 2003 and $1.0 million more than budgeted. This category has averaged $1.5 million over the last five years. A substantial portion of other income is from a $1.0 million transfer from Section 8 administrative fee reserves and an annual infusion of Capital Fund funds. HUD regulations allow up to 20% of the Capital Funds grant to be used for operations.

TOTAL OPERATING RECEIPTS

The total operating receipts for FY 2004 equaled **$9,787,782**, approximately $1.5 million more than FY 2003 and $1.2 million more than budgeted.

The **HUD Operating Subsidy was $7.0 million, $450,473** (6.4%) less than last year and the smallest amount since FY 2001. In FY 2004, we did not receive 100% of our eligible operating subsidy. The subsidy was prorated resulting in a shortfall of approximately $400,000. Over the last five years we have experience a subsidy shortfall of approximately $1.0 million. The final operating subsidy proration was 94.7% of eligible operating subsidy.

Total Operating Income for FY 2004 was **$16,812,785,** 9.6% ($1.4 million) more than FY 2003. Total Operating Income increased by $6.0 million over the last five years at an annual rate of 11%.

Figure 6. HUD Operating Income as a Percent of Total Income FY 2004

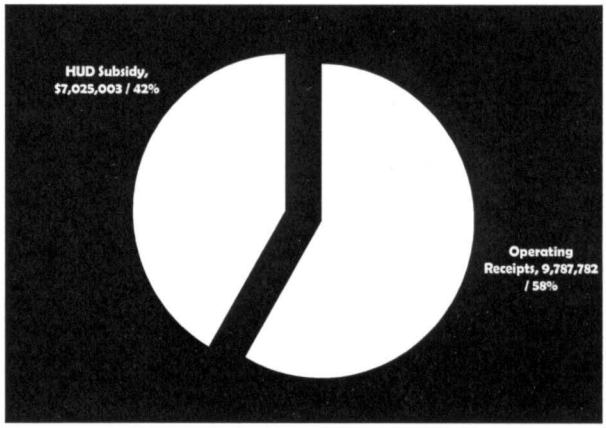
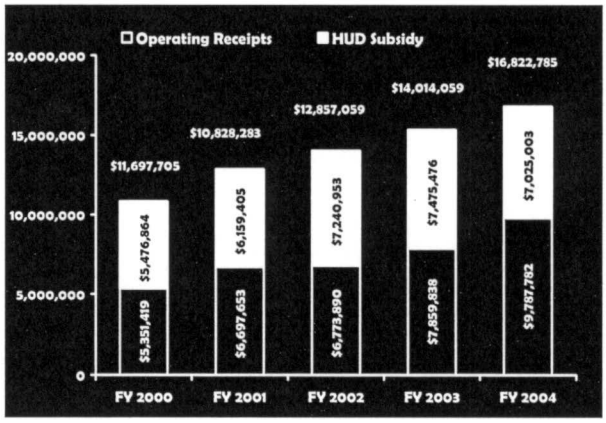


Figure 7. HUD Operating Income as a Percent of Total Income FY 2000 – FY 2004



Total Operating Expenses

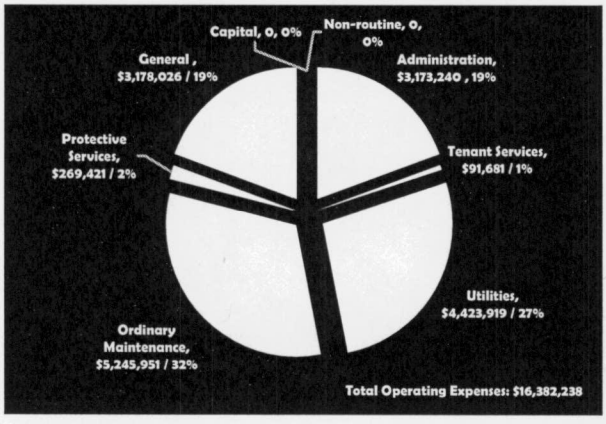
Table 5. Annual Operating Expenses by Budget Category FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Administration	$2,872,629	$3,173,239	$3,089,469	$2,858,530	$2,482,790	$2,251,899
Tenant Services	$60,850	$91,681	$59,013	$41,089	$21,057	$12,455
Utilities	$4,094,791	$4,423,919	$4,153,425	$3,645,841	$3,854,387	$3,145,700
Ordinary Maint.	$4,620,166	$5,245,951	$4,748,584	$4,325,703	$4,240,407	$3,597,467
Protective Services	$121,000	$269,421	$166,435	$96233	$15,463	$28,817
General	$3,228,605	$3,178,026	$3,033,166	$2,648,582	$2,277,123	$1,997,785
Non-routine	$0	$0	$0	$0	$4,016	$1,571
Capital	$0	$0	$0	$0	$107,399	$215,365
Total	**$14,998,041**	**$16,382,237**	**$15,250,092**	**$13,615,978**	**$13,002,642**	**$11,251,059**

Table 6. Annual Operating Income Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Administration	$83,770	2.71%	$620,730	41%
Tenant Services	$32,668	55.36%	$48,395	636%
Utilities	$270,494	6.51%	$949,091	41%
Maintenance Operations	$497,367	10.47%	$1,022,699	46%
Protective Service	$102,986	61.88%	$92,183	835%
General Expenses	$144,860	4.78%	$1,230,820	59%
Non-Routine Expenses	$0	0	($1,571)	-100%
Capital Improvements	$0	0	($215,365)	-100%
Total	**$1,132,145**	**7.42%**	**$3,746,982**	**45.61%**

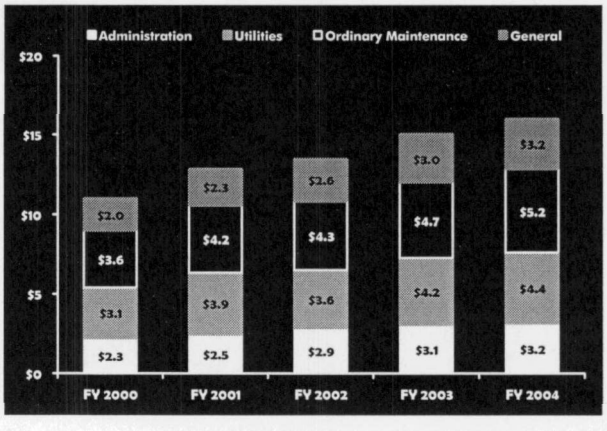
Figure 8. Annual Operating Expenses FY 2004



Total Operating Expenses for FY 2004 totaled $16,382,237, a 7.4% ($1.13 million) increase from FY 2003. This was $1.38 million (9.0%) more than originally budgeted for the year. The greatest variance was under the Ordinary Maintenance budget category, which exceeded the budgeted amount $0.497m. Utilities also exceeded the planned budget by $270,494. On a percentage basis, Protective Services exceeded budgeted amounts by 122.6% ($148,421) due to the amount we had to absorb because of a reduction in a grant from the state for security.

There are eight general categories of operating expenses: Administration, Tenant Services, Utilities, Ordinary Maintenance, Protective Services, General Expenses, Non-Routine Maintenance and Capital Improvements.

Figure 9. Annual Operating Expenses (Major Categories Only) FY 2000 – FY 2004



EXPENSE CATEGORIES ANALYSIS

Administrative Expenses

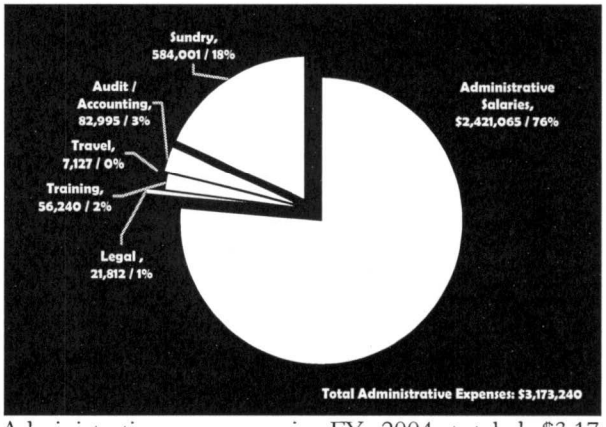
Table 7. Administrative Expenses FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2003 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Administrative Salaries	$2,485,882	$2,421,065	$2,328,605	$2,153,253	$1,902,712	$1,771,532
Legal	$16,600	$21,812	$46,472	$72,656	$40,935	$41,413
Training	$24,300	$56,240	$52,117	$59,907	$26,711	$295
Travel	$12,533	$7,126	$8,103	$6,753	$11,450	$17,939
Audit/Accounting	$85,108	$82,995	$78,995	$71,196	$59,779	$45,010
Sundry	$248,206	$584,001	$575,177	$494,765	$441,203	$374,710
Total	**$2,872,629**	**$3,173,239**	**$2,858,530**	**$2,482,790**	**$2,250,899**	**$1,759,779**

Table 8. Administrative Expenses Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Administrative Salaries	$92,460	3.97%	$649,533	36.67%
Legal	($24,660)	-53.06%	($19,601)	-47.33%
Training	$4,123	7.91%	$55,945	18964.41%
Travel	($977)	-12.06%	($10,813)	-60.28%
Audit/Accounting	$4,000	5.06%	$37,985	84.39%
Sundry	$8,824	1.53%	$209,291	55.85%
Total	**$83,770**	**8.00%**	**$922,340**	**80.32%**

Figure 10. Administrative Expenses FY 2004



Administrative expenses in FY 2004 totaled $3.17 million, 2.7% more than FY 2003 and $267,689 (9.3%) more than budgeted.

There are six subcategories of Administrative Expenses: Administrative Salaries, Legal, Training, Travel, Audit/Accounting and Sundry.

Three of the six budget categories were over budget (Legal, Training, and Sundry) and three were under budget (Administrative Salaries, Travel and Audit/Accounting).

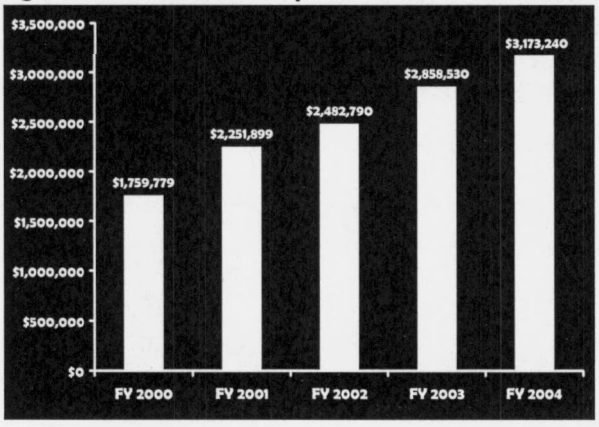
Administrative Salaries totaled $2.4m, $92,460 more than FY 2003 and $64,817 less than budgeted. Over the last five years, Administrative Salaries averaged $2.1m annually.

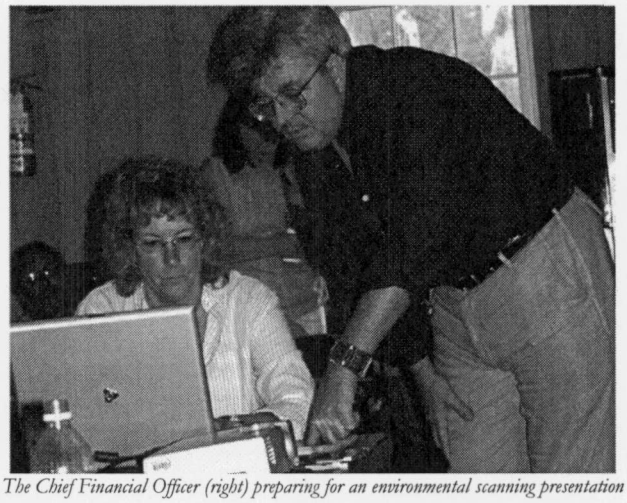
Legal Fees totaled $21,812 from the operating budget (other legal fees are also paid from other accounts), $5,212 more than budgeted but less than the previous year when legal fees were $46,472.

Training costs totaled $56,240 substantially more than budgeted ($31,940). However, the increased costs are paid for from the additional income generated in our Other Income category, which includes approximately $0.900m from Capital Funds.

The most serious budget overage was in the Sundry line item. Sundry totaled $584,001, 135% ($209,291) more than budgeted. This was due to increased cost for postage, stationery and phone costs. We have taken action to decrease phone line costs by switching to a wireless phone and data system. While the initial cost for installation was expensive, in the long run we will save on the cost of phone lines. The payback period for the new ireless phone and data system has a payback period of less than three years.

Figure 11. Administrative Expenses FY 2000 – FY 20004





The Chief Financial Officer (right) preparing for an environmental scanning presentation

Tenant Service Expenses

Table 9. Tenant Service Expenses FY 2000 – FY 2004

Budget Category	FY 2004 (Budget)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Tenant Services	$60,850	$91,681	$59,013	$41,089	$21,057	$12,455
Total	**$60,850**	**$91,681**	**$59,013**	**$41,089**	**$21,057**	**$12,455**

Table 10. Tenant Service Expenses Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Tenant Services	$32,668	55.36%	$79,226	636%
Total	**$32,668**	**55.36%**	**$79,226**	**636%**

Tenant Services costs were $91,681 in FY 2004, $30,831 more than budgeted and approximately $30,000 more than the previous year. The primary reason for the cost overrun in this budget category is due to costs for establishing new resident associations throughout the PHA.

Protective Services

Table 11. Protective Services FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Salaries/Costs	$121,000	$269,421	$166,435	$96,233	$15,463	$28,817
Total	**$121,000**	**$269,421**	**$166,435**	**$96,233**	**$15,463**	**$28,817**

Table 12. Protective Services FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Salaries/Costs	$102,986	62%	$240,604	834.94%
Total	**$102,986**	**62%**	**$240,604**	**834.94%**

Protective Services cost $269,241 in FY 2004, $102,986 (62%) more than FY 2003 and $148,000 more than budgeted. This budget category includes the cost of salaries for our high-rise security guards, who work evenings, and for our security monitors, who work 24-hours a day monitoring the cameras in our elderly/disabled buildings at the security operations center. We anticipated receiving more funds from the state for elderly security.

However, they decreased the annual grant substantially. This amount does not include the costs to pay for the additional hours for the Public Housing Unit, which is paid from non-operating budget funds.

Utilities Expenses

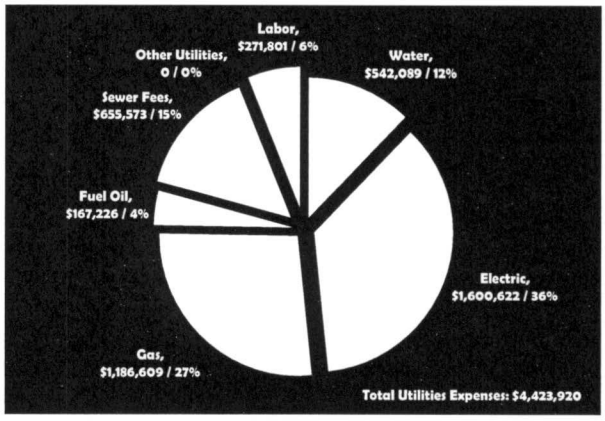
Table 13. Utility Expenses FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Water	$467,014	$542,089	$426,964	$434,376	$376,569	$401,366
Electric	$1,487,718	$1,600,622	$1,412,853	$1,462,051	$1,528,681	$1,214,593
Gas	$1,137,514	$1,186,609	$1,248,123	$1,038,745	$1,151,294	$727,147
Fuel Oil	$177,930	$167,226	$180,339	$118,298	$177,571	$177,499
Sewer Fees/Other	$607,205	$655,573	$649,680	$396,342	$359,755	$350,951
Other Utilities	$0	$0	$0	$0	$63,608	$76,156
Labor	$217,410	$271,801	$235,466	$196,029	$196,906	$197,988
Total	**$4,094,791**	**$4,423,920**	**$4,153,425**	**$3,645,841**	**$3,854,384**	**$3,145,700**

Table 14. Utility Expenses Rate of Change FY 2000 – FY 2004

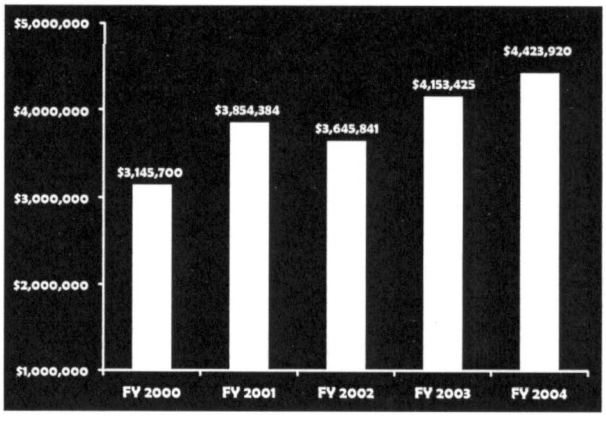
Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Water	$115,125	26.96%	$140,723	35.06%
Electric	$187,769	13.29%	$386,029	31.78%
Gas	($61,514)	-4.93%	$459,462	63.19%
Fuel Oil	($13,113)	-7.27%	($10,273)	-5.79%
Sewer Fees/Other Utilities	$5,893	0.91%	$304,622	86.80%
Labor	$36,355	15.43%	($76,156)	-100.00%
Total	**$270,495**	**6.51%**	**$1,204,407**	**40.63%**

Figure 12. Utility Expenses FY 2000



Utilities expenses are our second largest line item in annual operating budget. In FY 2004, we spent $4.4 million for utilities. This is 6.5% ($270,495) more than FY 2003 and $329,129 more than budgeted. The utilities budget is determined by using a three-year rolling base, which does not factor in rate increase during the year. Electricity, gas and oil have all increased substantially during the fiscal year. Usually housing authorities are reimbursed after the close of the fiscal year for expenses greater than budgeted. HUD, however, will no longer provide a year-end adjustment. Five of the six line items in the utilities budget category were over budget. Only fuel oil was under budget.

Figure 13. Utility Expenses FY 2000 – FY 2004



Ordinary Maintenance Expenses

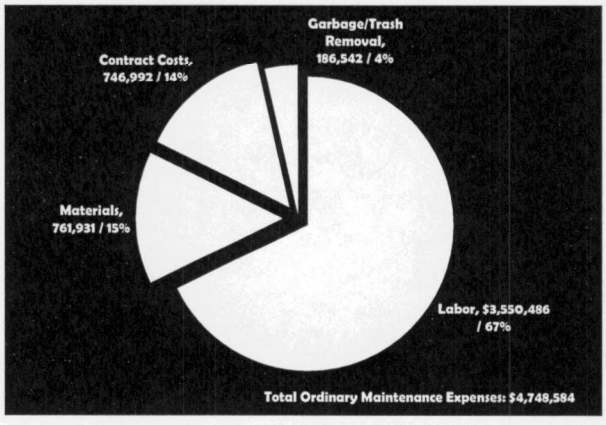
Table 15. Ordinary Maintenance Expenses FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Labor	$3,429,015	$3,550,486	$3,362,680	$3,140,306	$3,030,828	$2,890,902
Materials	$625,426	$761,931	$648,931	$707,145	$738,402	$260,856
Contract Costs	$387,488	$746,992	$599,034	$300,014	$302,715	$262,707
Garbage/Trash Removal	$178,238	$186,542	$177,939	$178,238	$168,461	$183,002
Total	**$4,620,167**	**$5,245,951**	**$4,788,584**	**$4,325,703**	**$4,240,406**	**$3,597,467**

Table 16. Ordinary Maintenance Expenses Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Labor	$187,806	5.59%	$659,584	22.82%
Materials	$113,000	17.41%	$501,075	192.09%
Contract Costs	$147,958	24.70%	$484,285	184.34%
Trash Removal	$8,603	4.83%	$3,540	1.93%
Total	**$457,367**	**52.53%**	**$1,648,484**	**401.18%**

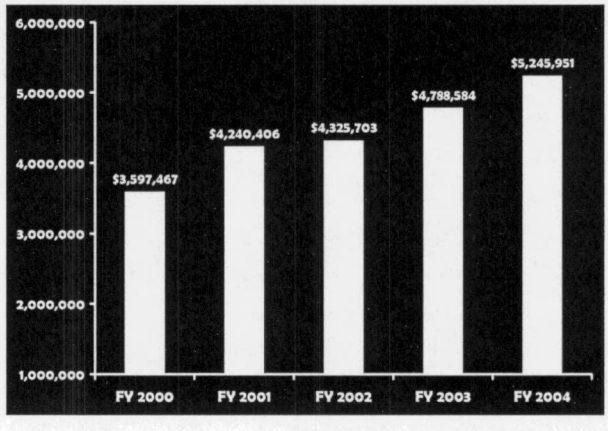
Figure 14. Ordinary Maintenance FY 2004



Ordinary maintenance is the largest budget category in the annual operating budget. In FY 2004, maintenance totaled $5,245,951. This was $457,367 more than FY 2003 and $625,784 over the budgeted amount.

There are four subcategories to the maintenance category: labor, materials, contract costs and trash removal. All four line items exceeded the budget amount. The one line item that substantially exceeded the budget was Contract Costs. This line item alone was $359,503 over budget. This is not as serious as it appears, since most of these additional costs were due to a major boiler problem at Manton Heights during the year. The boiler room flooded and it was necessary to rebuild the entire boiler room, replace all the electrical circuitry, and values. The additional costs are reflected in this line item, but the costs were covered by insurance. The insurance reimbursements are reflected in the Other Income budget category. The Materials line item was $136,505 over budget. This reflects a historical problem with under-budgeting for this line item.

Figure 15. Ordinary Maintenance FY 2000 – FY 2004



General Expenses

Table 17. General Expenses FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 1999 (Actual)
Insurance	$746,794	$742,015	$705,284	$523,244	$340,526	$342,989
P.I.L.O.T.	$94,410	$79,323	$75,102	$69,316	$52,297	$90,952
Terminal Leave Payments	$15,000	$-32,921	$88,827	$823	$0	$0
Employee Benefit Contribution	$2,337,400	$2,217,658	$2,029,294	$1,903,072	$1,730,417	$1,571,927
Collection Losses	$35,000	$171,950	$134,659	$152,127	$143,882	$-8,083
Total	**$3,228,604**	**$3,178,025**	**$3,033,166**	**$2,648,582**	**$2,267,122**	**$1,997,785**

Table 18. General Expenses Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Insurance	$4,779	5.21%	$403,805	116%
P.I.L.O.T.	$15,087	5.62%	$3,458	-13%
TLP/Encumbrances	$47,921	-137.06%	$15,000	0%
Employee Benefits	$119,742	9.28%	$765,473	41%
Collections	($136,950)	27.69%	$43,083	75.60%
Total	**$50,579**	**-89.26%**	**$1,230,819**	**220.23%**

Figure 16. General Expenses FY 2004

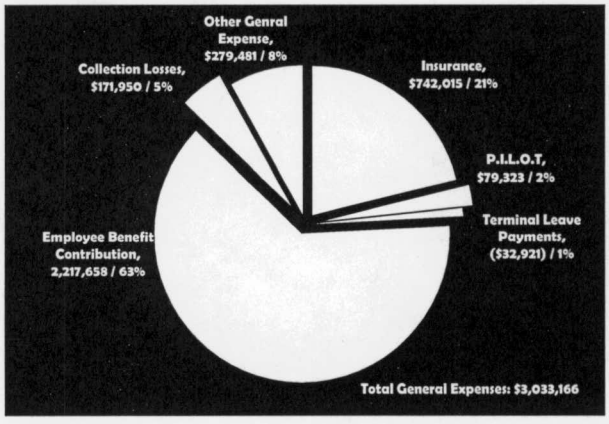
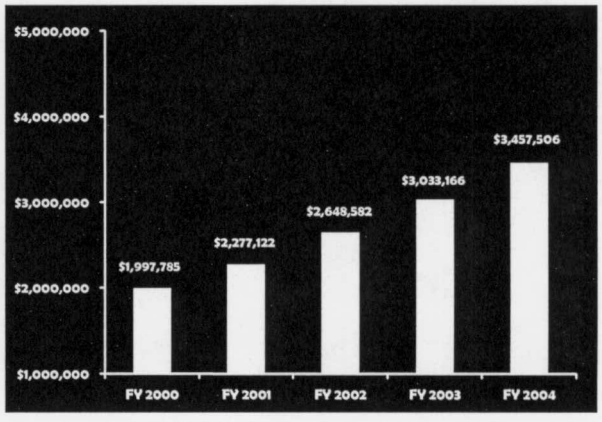


Figure 17. General Expenses FY 2000 – FY 2004



General expenses consist of five line items: Insurance, Payment in Lieu of Taxes, Employee Benefits and Collection Losses. All but one of the line items were under budget. Collection Losses was the only line item over budget. Collection Losses were budgeted at $35,000 but the actual amount was $171,950, a $136,950 difference – 2.6% of total rent roll.

Operating Reserve

Table 19. Other Financial Data FY 2000 – FY 2004

Budget Category	FY 2004 (Budgeted)	FY 2004 (Actual)	FY 2003 (Actual)	FY 2002 (Actual)	FY 2001 (Actual)	FY 2000 (Actual)
Operating Reserve	$4,977,191	$4,838,101	$4,407,552	$4,322,300	$3,947,496	$4,093,007
Max. Operating Reserve	$7,499,021	$8,191,119	$7,625,046	$6,807,989	$5,600,108	$5,625,529
Pct of Allowable Reserve	66%	59%	58%	63%	71%	72%
Accounts Receivable	$65,507	$135,307	$79,013	$55,227	$65,507	$65,507

Table 20. Other Financial Data Rate of Change FY 2000 – FY 2004

Budget Category	Increase/Decrease FY 2003-FY 2004	% Change FY 2003-2004	Increase/Decrease FY 2000-FY 2004	% Change FY 2000-2004
Operating Reserve	$430,549	9.77%	$884,184	18.20%
Accounts Receivable	$56,294	7.42%	$0	0.00%

Table 21. Operating Subsidy Reductions FY 2000 – FY 2004

Budget Category	FY2004	FY2003	FY2002	FY2001	FY2000
100% Funding	$7,418,166	$7,475,476	$7,240,953	$6,253,203	$5,920,820
Less Unfunded Proration	$-393,163	$0	$-108,614	$-93,798	$-443,956
Adjusted Subsidy	$7,025,003	$7,475,476	$7,132,339	$6,159,405	$5,476,864
Percent Funded	94.70%	100%	98.50%	98.50%	92.50%
Subsidy Received	$7,025,003	$7,475,476	$7,132,339	$6,159,405	$5,476,864

The PHA completed the fiscal year with an Operating Reserve of $4,838,101, which is an increase of $430,549 from the previous year. Our Operating Reserve is at 59% of the maximum operating reserve allowed by the Department of Housing and Urban Development.

Operating Subsidy Reductions FY 2000-FY 2004

Over the last five years, the Operating Subsidy has been funded at 100% only one year. Since FY 2000 we have received $1,039,531 less than we were entitled to in operating subsidy. This shortfall in funding was due to Congress not appropriating enough funds to fund the subsidy at 100%.

Table 22. Income and Expenses, Summary of All Programs FY 2004

Account Number	Description	Operating	Section 8	Comprehensive Grant Program	HUD / Other	State / City	Other	Total
INCOME FROM OPERATIONS								
3110	Dwelling Rents	$6,459,865.32	$0.00	$0.00	$0.00	$0.00	$0.00	$6,459,865.32
3120	Excess Utilities	$41,674.20	$0.00	$0.00	$0.00	$0.00	$0.00	$41,674.20
3190	Non dwelling Rental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3610	Interest Generated Fund	$108,027.19	$14,201.00	$0.00	$0.00	$0.00	$0.00	$122,228.19
3690	Other Operational Receipts	$3,116,584.52	$228,709.00	$0.00	$0.00	$0.00	$0.00	$3,345,293.52
Total Operating Receipts		**$9,787,782.62**	**$242,910.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$10,030,692.62**
HUD CONTRIBUTIONS								
8020	Operating Subsidy	$7,025,003.00	$0.00	$0.00	$867,164.25	$0.00	$0.00	$7,892,167.25
8029	HUD Grants	$0.00	$0.00	$4,544,866.00	$0.00	$0.00	$0.00	$4,544,866.00
	HAP Receipts Rental Housing	$0.00	$22,607,543.00	$0.00	$0.00	$0.00	$0.00	$22,607,543.00
Total Subsidy		**$7,025,003.00**	**$22,607,543.00**	**$4,544,866.00**	**$867,164.25**	**$0.00**	**$0.00**	**$35,044,576.25**
CITY AND STATE GRANTS								
	State Grants	$0.00	$0.00	$0.00	$0.00	$75,512.48	$0.00	$75,512.48
	City Grants	$0.00	$0.00	$0.00	$0.00	$0.00	$136,695.50	$136,695.50
Total Grants		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$75,512.48**	**$136,695.50**	**$212,207.98**
TOTAL OPERATING RECEIPTS		**$16,812,785.62**	**$22,850,453.00**	**$4,544,866.00**	**$867,164.25**	**$75,512.48**	**$136,695.50**	**$45,287,476.85**
ADMINISTRATIVE								
4110	Administrative Salaries	$2,421,065.21	$1,361,980.00	$411,721.64	$84,456.98	$0.00	$0.00	$4,279,223.83
4120	Compensated Absences	$-32,921.49	$-96,047.00	$0.00	$0.00	$0.00	$0.00	$-128,968.49
4130	Legal Expenses	$21,812.45	$0.00	$0.00	$0.00	$0.00	$0.00	$21,812.45
4140	Staff Training	$56,240.20	$0.00	$0.00	$0.00	$0.00	$0.00	$56,240.20
4150	Travel	$7,127.47	$0.00	$0.00	$0.00	$0.00	$0.00	$7,127.47
4170	Accounting / Auditing	$82,995.00	$8,250.00	$0.00	$0.00	$0.00	$0.00	$91,245.00
4180	Telephone	$123,377.49	$0.00	$0.00	$0.00	$0.00	$0.00	$123,377.49
4190	Sundry	$460,621.92	$105,848.00	$48,302.90	$0.00	$0.00	$0.00	$614,772.82
Total Administrative Expenses		**$3,140,318.25**	**$1,380,031.00**	**$460,024.54**	**$84,456.98**	**$0.00**	**$0.00**	**$5,064,830.77**

Account Number	Description	Operating	Section 8	Comprehensive Grant Program	HUD / Other	State / City	Other	Total
TENANT SERVICES								
4210	Salaries	$51,562.62	$0.00	$39,950.31	$504,881.41	$25,512.10	$39,078.43	$660,984.87
4220	Recreation, Publications, Other	$39,233.06	$0.00	$0.00	$50,769.31	$12,439.78	$3,801.98	$106,244.13
4230	Contract Costs, Training	$885.00	$0.00	$0.00	$11,138.00	$27,457.20	$$6,042.50	$45,522.70
Total Tenant Expenses		**$91,680.68**	**$0.00**	**$39,950.31**	**$566,788.72**	**$65,409.08**	**$48,922.91**	**$812,751.70**
UTILITIES								
4310	Water	$542,088.68	$0.00	$0.00	$0.00	$$0.00	$0.00	$542,088.68
4320	Electricity	$1,600,622.12	$0.00	$0.00	$0.00	$0.00	$0.00	$1,600,622.12
4330	Gas	$1,186,608.84	$0.00	$0.00	$0.00	$0.00	$0.00	$1,186,608.84
4340	Fuel	$167,225.93	$0.00	$0.00	$0.00	$0.00	$0.00	$167,225.93
4350	Labor	$271,800.65	$0.00	$0.00	$0.00	$0.00	$0.00	$271,800.65
4390	Other Utilities	$655,573.08	$0.00	$0.00	$0.00	$0.00	$0.00	$655,573.08
Total Utilities Expenses		**$4,423,919.30**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$4,423,919.30**
ORDINARY MAINTENANCE								
4410	Labor	$3,550,486.46	$0.00	$30,137.44	$0.00	$0.00	$0.00	$3,580,623.90
4420	Materials	$761,931.44	$0.00	$0.00	$0.00	$0.00	$0.00	$761,931.44
4430	Contract Costs	$746,991.30	$0.00	$0.00	$0.00	$0.00	$0.00	$746,991.30
4431	Trash Removal	$186,541.66	$0.00	$0.00	$0.00	$0.00	$0.00	$186,541.66
Total Maintenance Expenses		**$5,245,950.86**	**$0.00**	**$30,137.44**	**$0.00**	**$0.00**	**$0.00**	**$5,276,088.30**
PROTECTIVE SERVICES								
4460	Protective Service Labor	$269,420.95	$0.00	$167,605.61	$0.00	$0.00	$74,126.77	$511,153.33
4470	Protective Service Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4480	Contract Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Protective Service Expenses		**$269,420.95**	**$0.00**	**$167,605.61**	**$0.00**	**$0.00**	**$74,126.77**	**$511,153.33**
GENERAL								
4510	Insurance	$742,015.37	$0.00	$0.00	$0.00	$0.00	$0.00	$742,015.37
4520	P.I.L.O.T.	$79,323.14	$0.00	$0.00	$0.00	$0.00	$0.00	$79,323.14
4530	Terminal Leave Payments	$279,480.95	$0.00	$0.00	$0.00	$0.00	$0.00	$279,480.95
4540	Emp. Benefit Contribution.	$2,217,657.73	$526,540.00	$230,122.37	$215,918.55	$10,103.40	$21,170.36	$3,221,512.41
4570	Collection Losses	$171,950.08	$0.00	$0.00	$0.00	$0.00	$0.00	$171,950.08
Total General Expenses		**$3,490,427.27**	**$526,540.00**	**$230,122.37**	**$215,918.55**	**$10,103.40**	**$21,170.36**	**$4,494,281.95**

Account Number		Description	Operating	Section 8	Comprehensive Grant Program	HUD / Other	State / City	Other
NON ROUTINE								
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4620	Casualty Losses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4800	Depreciation Lost	$4,607,363.00	$23,453.00	$0.00	$0.00	$0.00	$0.00	$4,630,816.00
Total Non-routine Expenses		**$4,607,363.00**	**$23,453.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$4,630,816.00**
OTHER EXPENSES								
	HAP Payments	$0.00	$20,440,252.00	$0.00	$0.00	$0.00	$0.00	$20,440,252.00
	Other Payments	$0.00	$0.00	$422,272.00	$0.00	$0.00	$0.00	$422,272.00
Total Other Expenses		**$0.00**	**$20,440,252.00**	**$422,272.00**	**$0.00**	**$0.00**	**$0.00**	**$20,862,524.00**
TOTAL OPERATING EXPENSES		**$21,269,080.31**	**$22,370,276.00**	**$1,350,112.27**	**$867,164.25**	**$75,512.48**	**$144,220.04**	**$46,076,365.35**
CAPITAL EXPENDITURES								
7520	Replacement of Nonexpendable Equipment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7520-80	Replacement Equipment PHDEP I	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7520-90	Replacement Equipment PHDEP II	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7540	Betterment & Additions	$0.00	$0.00	$3,194,753.73	$0.00	$0.00	$0.00	$3,194,753.73
7580	Proceeds from Disposition of Property	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7590	Other Nonroutine Expenses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Capital Expenditures		**$0.00**	**$0.00**	**$3,194,753.73**	**$0.00**	**$0.00**	**$0.00**	**$3,194,753.73**
TOTAL OPERATING EXPENSES CURRENT YEAR		**$21,269,080.31**	**$22,370,276.00**	**$4,544,866.00**	**$867,164.25**	**$75,512.48**	**$144,220.04**	**$49,271,119.08**
PRIOR YEAR ADJUSTMENTS								
6010	Affecting Residual Receipts	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL OPERATING EXPENSES INCLUDING PRIOR YEAR		**$21,269,080.31**	**$22,370,276.00**	**$4,544,866.00**	**$867,164.25**	**$75,512.48**	**$144,220.04**	**$49,271,119.08**
Residual Receipts or Deficits		**$-4,456,294.69**	**480,177.00**	**$0.00**	**$0.00**	**$0.00**	**$-7,524.54**	**$$-3,983,642.23**

Table 23. Income and Expenses, HUD Grants FY 2004

Account Number	Description	PHDEP	ROSS	Total
INCOME FROM OPERATIONS				
3110	Dwelling Rents	0.00	0.00	0.00
3120	Excess Utilities	0.00	0.00	0.00
3190	Non dwelling Rental	0.00	0.00	0.00
3610	Interest Generated Fund	0.00	0.00	0.00
3690	Other Operational Receipts	0.00	0.00	0.00
Total Operating Receipts		**0.00**	**0.00**	**0.00**
HUD CONTRIBUTIONS				
8020	Operating Subsidy	0.00	0.00	0.00
8029	HUD Grants	217,895.26	649,268.99	867,164.25
	HAP Receipts Rental Housing	0.00	0.00	0.00
Total Subsidy		**217,895.26**	**649,268.99**	**867,164.25**
CITY AND STATE GRANTS				
	State Grants	0.00	0.00	0.00
	City Grants	0.00	0.00	0.00
Total Grants		**0.00**	**0.00**	**$0.00**
TOTALOPERATING RECEIPTS		**217,895.26**	**649,268.99**	**867,164.25**
ADMINISTRATIVE				
4110	Administrative Salaries	$25,542.28	$58,914.70	$84,456.98
4120	Compensated Absences	$0.00	$0.00	$0.00
4130	Legal Expenses	$0.00	$0.00	$0.00
4140	Staff Training	$0.00	$0.00	$0.00
4150	Travel	$0.00	$0.00	$0.00
4170	Accounting / Auditing	$0.00	$0.00	$0.00
4180	Telephone	$0.00	$0.00	$0.00
4190	Sundry	$0.00	$0.00	$0.00
Total Administrative Expenses		**25,542.28**	**58,914.70**	**84,456.98**
TENANT SERVICES				
4210	Salaries	$116,481.88	$388,399.53	$504,881.41
4220	Recreation, Publications, Other	$18,984.35	$31,784.96	$50,769.31
4230	Contract Costs, Training	$10,813.00	$325.00	$11,138.00
Total Tenant Expenses		**$146,279.23**	**$420,509.49**	**$566,788.72**
UTILITIES				
4310	Water	$0.00	$0.00	$0.00
4320	Electricity	$0.00	$0.00	$0.00
4330	Gas	$0.00	$0.00	$0.00
4340	Fuel	$0.00	$0.00	$0.00
4350	Labor	$0.00	$0.00	$0.00
4390	Other Utilities	$0.00	$0.00	$0.00
Total Utilities Expenses		**$0.00**	**$0.00**	**$0.00**

Account Number	Description	PHDEP	ROSS	Total
ORDINARY MAINTENANCE				
4410	Labor	$0.00	$0.00	$0.00
4420	Materials	$0.00	$0.00	$0.00
4430	Contract Costs	$0.00	$0.00	$0.00
4431	Trash Removal	$0.00	$0.00	$0.00
Total Maintenance Expenses		**$0.00**	**$0.00**	**$0.00**
PROTECTIVE SERVICES				
4460	Protective Service Labor	$0.00	$0.00	$0.00
4470	Protective Service Maintenance	$0.00	$0.00	$0.00
4480	Contract Costs	$0.00	$0.00	$0.00
Total Protective Service Expenses		**$0.00**	**$0.00**	**$0.00**
GENERAL				
4510	Insurance	$0.00	$0.00	$0.00
4520	P.I.L.O.T.	$0.00	$0.00	$0.00
4530	Terminal Leave Payments	$0.00	$0.00	$0.00
4540	Employee Benefit Contribution.	$46,073.75	$169,844.80	$215,918.55
4570	Collection Losses	$0.00	$0.00	$0.00
Total General Expenses		**$46,073.75**	**$169,844.80**	**$215,918.55**
NON ROUTINE MEAINTENANCE				
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00
4620	Casualty Losses	$0.00	$0.00	$0.00
4800	Depreciation Lost	$0.00	$0.00	$0.00
Total Non-routine Expenses		**$0.00**	**$0.00**	**$0.00**
	HAP Payments	$0.00	$0.00	$0.00
	Other Payments	$0.00	$0.00	$0.00
Total Other Expenses		**$0.00**	**$0.00**	**$0.00**
TOTAL OPERATING EXPENSES		**$217,895.26**	**$649,268.99**	**$867,164.25**
CAPITAL EXPENDITURES				
7520	Replacement of Nonexpendable Equipment	$0.00	$0.00	$0.00
7520-80	Replacement Equipment PHDEP I	$0.00	$0.00	$0.00
7520-90	Replacement Equipment PHDEP II	$0.00	$0.00	$0.00
7540	Betterment & Additions	$0.00	$0.00	$0.00
7580	Proceeds from Disposition of Property	$0.00	$0.00	$0.00
7590	Other Nonroutine Expenses	$0.00	$0.00	$0.00
Total Capital Expenditures		**$0.00**	**$0.00**	**$0.00**
TOTAL OPERATING EXPENSES CURRENT YEAR		**$217,895.26**	**$649,268.99**	**$867,164.25**
PRIOR YEAR ADJUSTMENTS				
6010	Affecting Residual Receipts	$0.00	$0.00	$0.00
TOTAL OPERATING EXPENSES INCLUDING PRIOR YEAR		**$217,895.26**	**$649,268.99**	**$867,164.25**
Residual Receipts or Deficits		**$0.00**	**$0.00**	**$0.00**

Table 24. Income and Expenses, State and City Funding FY 2004

Account Number	Description	MHRH	Family Literacy	RI Department of Education	Department of Children, Youth, Families	Total
INCOME FROM OPERATIONS						
3110	Dwelling Rents	$0.00	$0.00	$0.00	$0.00	$0.00
3120	Excess Utilities	$0.00	$0.00	$0.00	$0.00	$0.00
3190	Non dwelling Rental	$0.00	$0.00	$0.00	$0.00	$0.00
3610	Interest Generated Fund	$0.00	$0.00	$0.00	$0.00	$0.00
3690	Other Operational Receipts	$0.00	$0.00	$0.00	$0.00	$0.00
Total Operating Receipts		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
HUD CONTRIBUTIONS						
8020	Operating Subsidy	$0.00	$0.00	$0.00	$0.00	$0.00
8029	HUD Grants	$0.00	$0.00	$0.00	$0.00	$0.00
	HAP Receipts Rental Housing	$0.00	$0.00	$0.00	$0.00	$0.00
Total Subsidy		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
CITY AND STATE GRANTS						
	State Grants	$3,757.00	$18,000.00	$48,038.00	$5,717.48	$75,512.48
	City Grants	$0.00	$0.00	$0.00	$0.00	$0.00
Total Grants		**$3,757.00**	**$18,000.00**	**$48,038.00**	**$5,717.48**	**$75,512.48**
TOTAL OPERATING RECEIPTS		**$3,757.00**	**$18,000.00**	**$48,038.00**	**$5,717.48**	**$75,512.48**
ADMINISTRATIVE						
4110	Administrative Salaries	$0.00	$0.00	$0.00	$0.00	$0.00
4120	Compensated Absences	$0.00	$0.00	$0.00	$0.00	$0.00
4130	Legal Expenses	$0.00	$0.00	$0.00	$0.00	$0.00
4140	Staff Training	$0.00	$0.00	$0.00	$0.00	$0.00
4150	Travel	$0.00	$0.00	$0.00	$0.00	$0.00
4170	Accounting / Auditing	$0.00	$0.00	$0.00	$0.00	$0.00
4180	Telephone	$0.00	$0.00	$0.00	$0.00	$0.00
4190	Sundry	$0.00	$0.00	$0.00	$0.00	$0.00
Total Administrative Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Account Number	Description	MHRH	Family Literacy	RI Department of Education	Department of Children, Youth, Families	Total
TENANT SERVICES						
4210	Salaries	$2,756.00	$1,021.80	$21,734.30	$0.00	$25,512.10
4220	Recreation, Publications, Other	$0.00	$5,832.00	$6,000.00	$607.78	$12,439.78
4230	Contract Costs, Training	$0.00	$10,737.50	$11,610.00	$5,109.70	$27,457.20
Total Tenant Expenses		**$2,756.00**	**$17,591.30**	**$39,344.30**	**$5,717.48**	**$65,409.08**
UTILITIES						
4310	Water	$0.00	$0.00	$0.00	$0.00	$0.00
4320	Electricity	$0.00	$0.00	$0.00	$0.00	$0.00
4330	Gas	$0.00	$0.00	$0.00	$0.00	$0.00
4340	Fuel	$0.00	$0.00	$0.00	$0.00	$0.00
4350	Labor	$0.00	$0.00	$0.00	$0.00	$0.00
4390	Other Utilities	$0.00	$0.00	$0.00	$0.00	$0.00
Total Utilities Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
ORDINARY MAINTENANCE						
4410	Labor	$0.00	$0.00	$0.00	$0.00	$0.00
4420	Materials	$0.00	$0.00	$0.00	$0.00	$0.00
4430	Contract Costs	$0.00	$0.00	$0.00	$0.00	$0.00
4431	Trash Removal	$0.00	$0.00	$0.00	$0.00	$0.00
Total Maintenance Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
PROTECTIVE SERVICES						
4460	Protective Service Labor	$0.00	$0.00	$0.00	$0.00	$0.00
4470	Protective Service Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00
4480	Contract Costs	$0.00	$0.00	$0.00	$0.00	$0.00
Total Protective Service Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
GENERAL						
4510	Insurance	$0.00	$0.00	$0.00	$0.00	$0.00
4520	P.I.L.O.T.	$0.00	$0.00	$0.00	$0.00	$0.00
4530	Terminal Leave Payments	$0.00	$0.00	$0.00	$0.00	$0.00
4540	Employee Benefit Contribution.	$1,001.00	$408.70	$8,693.70	$0.00	$10,103.40
4570	Collection Losses	$0.00	$0.00	$0.00	$0.00	$0.00
Total General Expenses		**$1,001.00**	**$408.70**	**$8,693.70**	**$0.00**	**$10,103.40**

Account Number	Description	MHRH	Family Literacy	RI Department of Education	Department of Children, Youth, Families	Total
NON ROUTINE						
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00
4620	Casualty Losses	$0.00	$0.00	$0.00	$0.00	$0.00
4800	Depreciation Lost	$0.00	$0.00	$0.00	$0.00	$0.00
Total Non-routine Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
OTHER EXPENSES						
	HAP Payments	$0.00	$0.00	$0.00	$0.00	$0.00
	Other Payments	$0.00	$0.00	$0.00	$0.00	$0.00
Total Other Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL OPERATING EXPENSES		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
CAPITAL EXPENDITURES						
7520	Replacement of Nonexpendable Equipment	$0.00	$0.00	$0.00	$0.00	$0.00
7520-80	Replacement Equipment PHDEP I	$0.00	$0.00	$0.00	$0.00	$0.00
7520-90	Replacement Equipment PHDEP II	$0.00	$0.00	$0.00	$0.00	$0.00
7540	Betterment & Additions	$0.00	$0.00	$0.00	$0.00	$0.00
7580	Proceeds from Disposition of Property	$0.00	$0.00	$0.00	$0.00	$0.00
7590	Other Nonroutine Expenses	$0.00	$0.00	$0.00	$0.00	$0.00
Total Capital Expenditures		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL OPERATING EXPENSES CURRENT YEAR		**$3,757.00**	**$18,000.00**	**$48,038.00**	**$5,717.48**	**$75,512.48**
PRIOR YEAR ADJUSTMENTS						
6010	Affecting Residual Receipts	$0.00	$0.00	$0.00	$0.00	$0.00
TOTAL OPERATING EXPENSES INCLUDING PRIOR YEAR		**$3,757.00**	**$18,000.00**	**$48,038.00**	**$5,717.48**	**$75,512.48**
Residual Receipts or Deficits		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Table 25. Income and Expenses, Other Grants FY 2004

Account Number	Description	Child Abuse	Health Phase	March of Dimes	Wiggins Village	Lockwood Plaza	Total
INCOME FROM OPERATIONS							
3110	Dwelling Rents	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3120	Excess Utilities	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3190	Non dwelling Rental	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3610	Interest Generated Fund	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
3690	Other Operational Receipts	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Operating Receipts		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
HUD CONTRIBUTIONS							
8020	Operating Subsidy	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
8029	HUD Grants	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
	HAP Receipts Rental Housing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Subsidy		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
CITY AND STATE GRANTS							
	State Grants	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
	City Grants	6,042.50	25,000.00	18,923.00	44,869.50	41,860.50	136,695.50
Total Grants		**$6,042.50**	**$25,000.00**	**$18,923.00**	**$44,869.50**	**$41,860.50**	**$136,695.50**
TOTAL OPERATING RECEIPTS		**$6,042.50**	**$25,000.00**	**$18,923.00**	**$44,869.50**	**$41,860.50**	**$136,695.50**
ADMINISTRATIVE							
4110	Administrative Salaries	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4120	Compensated Absences	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4130	Legal Expenses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4140	Staff Training	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4150	Travel	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4170	Accounting / Auditing	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4180	Telephone	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4190	Sundry	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Administrative Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

Account Number	Description	Child Abuse	Health Phase	March of Dimes	Wiggins village	Lockwood Plaza	Total
TENANT SERVICES							
4210	Salaries	0.00	18,589.43	20,489.00	$0.00	$0.00	39,078.43
4220	Recreation, Publications, Other	0.00	1,258.64	2,543.34	$0.00	$0.00	3,801.98
4230	Contract Costs, Training	6,042.50	$0.00	$0.00	$0.00	$0.00	6,042.50
Total Tenant Expenses		**6,042.50**	**19,848.07**	**23,032.34**	**0.00**	**0.00**	**48,922.91**
UTILITIES							
4310	Water	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4320	Electricity	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4330	Gas	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4340	Fuel	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4350	Labor	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4390	Other Utilities	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Utilities Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
ORDINARY MAINTENANCE							
4410	Labor	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4420	Materials	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4430	Contract Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4431	Trash Removal	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Maintenance Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
PROTECTIVE SERVICES							
4460	Protective Service Labor	$0.00	$0.00	$0.00	38,349.27	35,777.50	74,126.77
4470	Protective Service Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4480	Contract Costs	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Protective Services		**$0.00**	**$0.00**	**$0.00**	**$38,349.27**	**$35,777.50**	**$74,126.77**
GENERAL							
4510	Insurance	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4520	P.I.L.O.T.	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4530	Terminal Leave Payments	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4540	Employee Benefit Contribution.	0.00	5,151.93	3,415.20	6,520.23	6,083.00	21,170.36
4570	Collection Losses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total General Expenses		**$0.00**	**$5,151.93**	**$3,415.20**	**$6,520.23**	**$6,083.00**	**$21,170.36**

Account Number	Description	Child Abuse	Health Phase	March of Dimes	Wiggins village	Lockwood Plaza	Total
NON ROUTINE							
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4620	Casualty Losses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
4800	Depreciation Lost	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Non-routine Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
OTHER EXPENSES							
	HAP Payments	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
	Other Payments	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Other Expenses		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
TOTAL OPERATING EXPENSES		**6,042.50**	**25,000.00**	**26,447.54**	**44,869.50**	**41,860.50**	**144,220.04**
CAPITAL EXPENDITURES							
7520	Replacement of Nonexpendable Equipment	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7520-80	Replacement Equipment PHDEP I	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7520-90	Replacement Equipment PHDEP II	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7540	Betterment & Additions	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7580	Proceeds from Disposition of Property	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
7590	Other Nonroutine Expenses	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Capital Expenditures		**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**
Total Operating Expenses Current Year		**$6,042.50**	**$25,000.00**	**$26,447.54**	**$44,869.50**	**$41,860.50**	**$144,220.04**
PRIOR YEAR ADJUSTMENTS							
6010	Affecting Residual Receipts	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total Operating Expenses Including Prior Year		**$6,042.50**	**$25,000.00**	**$26,447.54**	**$44,869.50**	**$41,860.50**	**$144,220.04**
Residual Receipts or Deficits		0.00	0.00	-7,524.54	0.00	0.00	-7,524.54

Table 26. Statement of Operating Receipts and Expenditures (PUM's) FY 2000– FY 2004

Number of Development Units		2,607	2,607	2,608	2,620	2,640
Per Unit Month (PUM)		$30,648	$31,296	$31,296	$31,440	$30,264
Account Number	Account Title	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
OPERATING RECEIPTS						
3110	Dwelling Rental	$210.78	$190.83	$175.01	$166.01	$167.46
3120	Excess Utilities	$1.36	$0.68	$0.24	$0.00	$0.00
3190	Nondwelling Rental	$0.00	$0.00	$0.00	$0.00	$0.00
3610	Interest Income	$3.52	$4.61	$1.51	$2.26	$3.90
3690	Other Income	$103.70	$55.03	$39.69	$42.53	$5.46
Total Operating Income		**$319.36**	**$251.15**	**$216.45**	**$210.80**	**$176.82**
OPERATING EXPENSES						
ADMINISTRATION						
4110	Administrative Salaries	$79.00	$74.41	$68.80	$60.80	$58.54
4130	Legal Expense	$0.71	$1.48	$2.32	$1.31	$1.37
4140	Staff Training	$1.84	$1.67	$1.91	$0.85	$0.01
4150	Travel	$0.23	$0.26	$0.22	$0.37	$0.59
4170	Accounting and Auditing	$2.71	$2.52	$2.27	$1.91	$1.52
4190	Sundry	$19.05	$18.38	$15.81	$14.10	$12.38
Total Administration Expense		**$103.54**	**$98.72**	**$91.33**	**$79.34**	**$74.41**
TENANT SERVICES						
4210	Salaries	$1.68	$0.04	$0.20	$0.10	$0.04
4220	Recreation, Publications & Other Services	$1.28	$0.87	$0.77	$0.54	$0.25
4230	Contract Costs	$0.03	$0.97	$0.34	$0.03	$0.12
Total Tenant Services Expense		**$2.99**	**$1.89**	**$1.31**	**$0.67**	**$0.41**
UTILITIES						
4310	Water	$17.69	$13.64	$13.88	$12.03	$13.26
4320	Electricity	$52.23	$45.14	$46.72	$48.85	$40.13
4330	Gas	$38.72	$39.88	$33.19	$36.79	$23.86
4340	Fuel	$5.46	$5.76	$3.78	$5.67	$5.87
4350	Labor	$8.87	$7.52	$6.26	$6.29	$6.54
4390	Other Utilities	$21.38	$20.76	$12.66	$13.53	$14.11
Total Utilities Expense		**$144.35**	**$132.71**	**$116.49**	**$123.16**	**$103.77**
ORDINARY MAINTENANCE						
4410	Labor	$115.85	$107.45	$100.34	$96.84	$95.52
4420	Materials	$24.86	$20.74	$22.60	$23.59	$8.62
4430	Contract Cost	$30.46	$23.55	$15.28	$9.67	$14.72
Total Ordinary Maintenance Expense		**$171.17**	**$151.73**	**$138.22**	**$130.10**	**$118.86**

Account Number	Account Title	FY 2004	FY 2003	FY 2002	FY 2001	FY 2000
PROTECTIVE SERVICE						
4480	Contract Costs	$8.79	$5.32	$3.07	$0.49	$0.95
Total Protective Services Expense		**$8.79**	**$5.32**	**$3.07**	**$0.00**	**$0.95**
GENERAL EXPENSE						
4510	Insurance	$24.21	$22.54	$16.72	$10.88	$11.33
4520	Payments in Lieu of Taxes	$2.59	$2.40	$2.21	$1.99	$3.01
4530	Terminal Leave Payments	-$1.07	$9.16	$0.00	$0.00	$0.00
4540	Employee Benefit Contribution	$72.35	$67.68	$60.83	$55.29	$51.94
4570	Collection Losses	$5.61	$4.30	$4.86	$4.60	-$0.27
Total General Expense		**$103.69**	**$106.08**	**$84.62**	**$72.76**	**$66.01**
NONROUTINE MAINTENANCE						
4610	Extraordinary Maintenance	$0.00	$0.00	$0.00	$0.00	$0.00
4620	Casualty Losses	$0.00	$0.00	$0.13	$0.13	$0.05
	Total Non-routine Maintenance	**$0.00**	**$0.00**	**$0.13**	**$0.13**	**$0.05**
CAPITAL EXPENDITURES						
7520	Replacement of Equipment	$0.00	$0.00	$0.00	$3.43	$7.12
7540	Property Betterments	$0.00	$0.00	$0.00	$0.00	$0.00
7560	Casualty Losses	$0.00	$0.00	$0.00	$0.00	$0.00
Total Capital Expenditures		**0.00**	**$0.00**	**$0.00**	**$0.00**	**$3.43**
TOTAL OPERATING EXPENSES		**$534.53**	**$496.45**	**$435.17**	**$409.59**	**$371.58**
PRIOR YEAR ADJUSTMET						
6010	Affecting Residual Receipts	$0.00	$0.00	$0.77	$0.00	-$7.31
TOTAL OPERATING EXPENSES						
	Including Prior Year Adjustment	$534.53	$496.45	$435.94	$409.59	$364.27
	Residual Receipt of Deficit	-$215.17	-$245.30	-$219.49	-$198.79	-$187.45
SUBSIDY						
8020	Current Year	$229.22	$238.86	$231.37	$196.81	$180.97
8021	Prior Year Adjustment	$0.00	$0.00	$0.00	$0.00	$0.00
Total HUD Contribution		**$229.22**	**$238.86**	**$231.37**	**$196.81**	**$180.97**
Residual Receipt of Deficit		$14.05	-$6.44	$11.88	-$1.98	-$6.48
OTHER FINANCIAL DATA						
2820	Operating Reserve	$4,838,101.00	$4,203,584.86	$4,578,150.00	$4,203,346.00	$3,871,728.00
	Maximum Operating Reserve	$8,191,118.50	$5,183,520.00	$6,181,240.00	$5,177,600.00	$5,183,500.00
	Percent of Allowable Reserve	$0.59	$0.81	$0.74	$0.81	$0.75
	Accounts Receivable	$135,307.00	$79,013.00	$55,227.00	$78,583.00	$65,507.00
	Vacated Tenants			$0.00	$0.00	$145,427.00

Table 27. Statement of Operating Receipts and Expenditures FY 2004

		Budget	Actual		
Number of Development Units		**2,607**	**2,607**		
Per Unit Month (PUM)		**31,296**	**30,648**		
		2004	**2004**	**Variance**	**PUM**
OPERATING RECEIPTS					
3110	Dwelling Rental	$6,286,833	$6,459,865	$-173,032	$210.78
3120	Excess Utilities	$3,000	$41,674	$-38,674	$1.36
3190	Non dwelling Rental	$0	$0	$0	$0.00
3610	Interest Income	$83,618	$108,027	$-24,409	$3.52
3690	Other Income	$2,169,226	$3,178,217	$-1,008,991	$103.70
TOTAL OPERATING INCOME		**$8,542,677**	**$9,787,783**	**$-1,245,106**	**$319.36**
OPERATING EXPENSES					
Administration					
4110	Administrative Salaries	$2,485,882	$2,421,065	$64,817	$79.00
4130	Legal Expense	$16,600	$21,813	$-5,213	$0.71
4140	Staff Training	$24,300	$56,240	$-31,940	$1.84
4150	Travel	$12,533	$7,127	$5,406	$0.23
4170	Accounting and Auditing	$85,108	$82,995	$2,113	$2.71
4190	Sundry	$248,206	$583,999	$-335,793	$19.06
Total Administrative Expense		**$2,872,629**	**$3,173,239**	**$-300,610**	**$103.54**
Tenant Services					
4210	Salaries	$0	$51,563	$-51,563	$1.68
4220	Recreation, Publications, and Other Services	$60,850	$39,233	$21,617	$1.28
4230	Contract Costs	$0	$885	$-885	$0.03
Total Tenant Service Expense		**$60,850**	**$91,681**	**$-30,831**	**$2.99**
Utilities					
4310	Water	$467,014	$542,089	$-75,075	$17.69
4320	Electricity	$1,487,718	$1,600,622	$-112,904	$52.23
4330	Gas	$1,137,514	$1,186,609	$-49,095	$38.72
4340	Fuel	$177,930	$167,225	$10,705	$5.46
4350	Labor	$217,410	$271,801	$-54,391	$8.87
4380	Sewer Usage Fees / Other Utilities	$607,205	$655,573	$-48,368	$21.39
Total Utility Expense		**$4,094,791**	**$4,423,919**	**$-329,128**	**$144.35**
Ordinary Maintenance					
4410	Labor	$3,429,015	$3,550,486	$-121,471	$115.85
4420	Materials	$625,426	$761,931	$-136,505	$24.86
4430	Contract Costs	$387,488	$746,991	$-359,503	$24.37
4431	Garbage / Trash Removal	$178,238	$186,543	$-8,305	$6.09
Total Ordinary Maintenance		**$4,620,167**	**$5,245,951**	**$-625,784**	**$171.17**
Protective Service					
4480	Contract Costs	$121,000	$269,421	$-148,421	$8.79
Total Protective Service		**$121,000**	**$269,421**	**$-148,421**	**$8.79**
General Expense					
4510	Insurance	$746,794	$742,015	$4,779	$24.21
4520	Payments in Lieu of Taxes	$94,410	$79,323	$15,087	$2.59
4530	Terminal Leave Payments	$15,000	$-32,921	$47,921	$-1.07
4540	Employee Benefit Contribution	$2,337,400	$2,217,659	$119,741	$72.36
4570	Collection Losses	$35,000	$171,950	$-136,950	$5.61
Total General Expense		**$3,228,604**	**$3,178,026**	**$50,578**	**$103.69**

		2004	2004	Variance	PUM
Non routine Maintenance					
4610	Extraordinary Maintenance	$0	$0	$0	$0
4620	Casualty Losses		$0		$0
Total Non routine Maintenance		**$0**	**$0**	**$0**	**$0**
TOTAL OPERATING EXPENSES		**$14,998,041**	**$16,382,237**	**$-1,384,196**	**$534.53**
Prior Year Adjustment					
6010	Affecting Residual Receipts	$0	$0	$0	$0.00
Total Operating Expenses					
	Including Prior Year Adjustment	$14,998,041	$16,382,237	$-1,384,196	$534.53
	Residual Receipt or Deficit	$-6,455,364	$-6,594,454	$-139,090	$-215.17
Subsidy					
8020	Current Year	$7,025,003	$7,025,003	$0	$229.22
8021	Prior year Adjustment	$0	$0	$0	$0.00
Total HUD Contribution		**$7,025,003**	**$7,025,003**	**$0**	**$229.22**
	Residual Receipt of Deficit	$569,639	$430,549	$139,090	$14.05

Table. Other Financial Data FY 2004

2820	OPERATING RESERVE	$4,977,191	$4,838,101
	MAXIMUM OPERATING RESERVE	$7,499,021	$8,191,119
	PERCENT OF ALLOWABLE RESERVE	$66%	$59%
	ACCOUNTS RECEIVABLE	$65,507	$135,307
Surplus / Deficit Reconciliation			
	Surplus / Deficit		$430,549
Adjustment for Expense Items not Recorded			
	Bad Debt Mortgage Scattered Site		$(3,649)
	Amortization - Bond Fee		$(8,560)
	Interest Expense - Bonds		$(267,272)
Adjusted Surplus/Deficit Before Depreciation			
	Depreciation		$151,068
			$(4,607,363)
Surplus/Deficit Ops After Depreciation			$(4,456,295)

Table 28. Budget to Actual Comparison FY 2000 – FY 2004

		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Number of Development Units		2,607	2,607	2,607	2,607	2,608	2,608	2,608	2,608	2,640	2,640
Per Unit Month (PUM)		$31,296	$31,296	$31,296	$31,296	$31,296	$31,296	$31,296	$31,296	$30,264	$28,934
Account Number	**Account Title**	**2004**	**2004**	**2003**	**2003**	**2002**	**2002**	**2001**	**2001**	**2000**	**2000**
OPERATING RECEIPTS											
3110	Dwelling Rental	$6,286,833	$6,459,865	$5,806,034	$5,972,191	$5,745,320	$5,476,993	$5,394,179	$5,195,345	$5,233,856	$5,068,100
3120	Excess Utilities	$3,000	$41,674	$3,000	$21,242	$3,000	$7,429	$3,000	$0	$3,000	$0
3190	Nondwelling Rental	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
3610	Interest Income	$83,618	$108,027	$154,465	$144,164	$114,777	$47,242	$119,894	$171,417	$70,818	$118,041
3690	Other Income	$2,169,226	$3,178,217	$1,118,800	$1,722,271	$24,000	$1,242,226	$9,200	$1,330,891	$355,905	$165,278
Total Operating Income		**$8,542,677**	**$9,787,783**	**$7,082,299**	**$7,859,868**	**$5,887,097**	**$6,773,890**	**$5,526,273**	**$6,697,654**	**$5,663,579**	**$5,351,419**
OPERATING EXPENSES											
ADMINISTRATION											
4110	Administrative Salaries	$2,485,882	$2,421,065	$2,357,495	$2,328,605	$1,792,277	$2,153,253	$1,600,020	$1,902,712	$1,595,615	$1,771,532
4130	Legal Expense	$16,600	$21,813	$16,600	$46,472	$16,600	$72,656	$16,600	$40,935	$16,600	$41,413
4140	Staff Training	$24,300	$56,240	$0	$52,117	$0	$59,907	$0	$26,711	$0	$295
4150	Travel	$12,533	$7,127	$12,533	$8,103	$12,640	$6,753	$12,640	$11,450	$11,848	$17,939
4170	Accounting / Auditing	$85,108	$82,995	$64,196	$78,995	$39,010	$71,196	$39,010	$59,779	$35,500	$46,010
4190	Sundry	$248,206	$583,999	$336,237	$575,177	$330,913	$494,765	$290,635	$441,203	$262,814	$374,710
Total Administrative Expense		**$2,872,629**	**$3,173,239**	**$2,787,061**	**$3,089,469**	**$2,191,440**	**$2,858,530**	**$1,958,905**	**$2,482,790**	**$1,922,377**	**$2,251,899**
TENANT SERVICES											
4210	Salaries	$0	$51,563	$0	$1,232	$0	$6,352	$0	$3,205	$0	$1,281
4220	Recreation, Publication, Other	$60,850	$39,233	$60,850	$27,340	$10,204	$24,017	$10,204	$16,813	$10,204	$7,503
4230	Contract Costs	$0	$885	$0	$30,441	$0	$10,720	$0	$1,040	$0	$3,671
Total Tenant Service Expense		**$60,850**	**$91,681**	**$60,850**	**$59,013**	**$10,204**	**$41,089**	**$10,204**	**$21,057**	**$10,204**	**$12,455**

Account Number	Account Title	2004 Budget	2004 Actual;\	2003 Budget	2003 Actual	2002 Budget	2002 Actual	2001 Budget	2001 Actual	2000 Budget	2000 Actual
UTILITIES											
4310	Water	$467,014	$542,089	$412,008	$426,964	$350,522	$434,376	$356,278	$376,569	$623,857	$401,366
4320	Electricity	$1,487,718	$1,600,622	$1,577,608	$1,412,853	$1,491,129	$1,462,051	$1,313,415	$1,528,681	$1,488,284	$1,214,593
4330	Gas	$1,137,514	$1,186,609	$1,194,359	$1,248,123	$1,094,208	$1,038,745	$655,680	$1,151,294	$530,504	$727,147
4340	Fuel	$177,930	$167,226	$179,657	$180,339	$176,888	$118,298	$259,152	$177,574	$203,877	$177,499
4350	Labor	$217,410	$271,801	$217,410	$235,466	$247,023	$196,029	$239,827	$196,906	$165,270	$197,988
4380	Sewer Usage Fees / Other Utilities	$607,205	$655,573	$446,448	$649,680	$359,904	$396,342	$301,731	$423,363	$408,124	$427,107
Total Utilities Expense		**$4,094,791**	**$4,423,919**	**$4,027,490**	**$4,153,425**	**$3,719,674**	**$3,645,841**	**$3,126,083**	**$3,854,387**	**$3,419,916**	**$3,145,700**
ORDINARY MAINTENANCE											
4410	Labor	$2,857,062	$3,140,306	$2,840,382	$3,030,828	$2,706,723	$2,890,902	$2,537,976	$2,706,412	$2,403,214	$2,384,014
4420	Materials	$543,849	$707,145	$543,849	$738,402	$494,408	$260,856	$494,408	$449,146	$494,408	$479,006
4430	Contract Costs	$456,897	$300,014	$283,546	$302,715	$113,871	$262,707	$111,417	$152,468	$90,084	$82,258
4431	Garbage / Trash Removal	$178,238	$178,238	$177,600	$168,461	$177,600	$183,002	$189,056	$176,397	$181,463	$205,061
Total Ordinary Maintenance Expense		**$4,620,167**	**$5,245,951**	**$4,533,883**	**$4,748,584**	**$4,036,046**	**$4,325,703**	**$3,845,377**	**$4,240,407**	**$3,492,602**	**$3,597,467**
PROTECTIVE SERVICE											
4480	Contract Costs	$121,000	$269,421	$26,000	$166,435	$0	$96,233	$0	$15,463	$0	$28,817
Total Protective Service Expense		**$121,000**	**$269,421**	**$26,000**	**$166,435**	**$0**	**$96,233**	**$0**	**$15,463**	**$0**	**$28,817**
GENERAL EXPENSE											
4510	Insurance	$746,794	$742,015	$580,367	$705,284	$363,056	$523,244	$322,053	$340,526	$310,194	$342,989
4520	Payments in Lieu of Taxes	$94,410	$79,323	$94,410	$75,102	$84,483	$69,316	$84,483	$62,297	$84,483	$90,952
4530	Terminal Leave Payments	$15,000	$-32,921	$15,000	$88,827	$15,000	$823	$15,000	$0	$15,000	$0
4540	Employee Benefit Contribution	$2,337,400	$2,217,659	$1,803,465	$2,029,294	$1,990,428	$1,903,072	$1,648,111	$1,730,417	$1,573,955	$1,571,927
4570	Collection Losses	$35,000	$171,950	$35,000	$134,659	$35,000	$152,127	$35,000	$143,882	$35,000	$-8,083
Total General Expense		**$3,228,604**	**$3,178,026**	**$2,528,242**	**$3,033,166**	**$2,487,967**	**$2,648,582**	**$2,104,647**	**$2,277,123**	**$2,018,632**	**$1,997,785**

Account Number	Account Title	2004 Budget	2004 Actual;\	2003 Budget	2003 Actual	2002 Budget	2002 Actual	2001 Budget	2001 Actual	2000 Budget	2000 Actual
NONROUTINE MAINTENANCE											
4610	Extraordinary Maintenance	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
4620	Casualty Losses	$0	$0	$0	$0	$0	$0	$0	$4,016	$0	$1,571
Total Nonroutine Maintenance Expense		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$4,016**	**$0**	**$1,571**
CAPITAL EXPENDITURES:											
7520	Replacement of Equipment	$0	$0	$171,500	$0	$0	$0	$130,000	$107,399	$20,000	$215,365
7540	Property Betterments	$0	$0	$25,000	$0	$0	$0	$25,000	$0	$25,000	$0
7560	Casualty Losses	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Capital Expenditures		**$0**	**$0**	**$196,500**	**$0**	**$0**	**$0**	**$155,000**	**$107,399**	**$45,000**	**$215,365**
Total Operating Expense		**$14,998,041**	**$16,382,237**	**$14,160,026**	**$15,250,092**	**$12,445,331**	**$13,615,978**	**$11,200,216**	**$13,002,641**	**$10,908,731**	**$11,251,059**
PRIOR YEAR ADJUSTMET											
6010	Affecting Residual Receipts	$0	$0	$0	$0	$0	$24,061	$0	$0	$0	-$221,351
TOTAL OPERATING EXPENSES											
	Including Prior Year Adjustments	$14,998,041	$16,382,237	$14,160,026	$15,250,092	$12,445,331	$13,640,039	$11,200,216	$13,002,641	$10,908,731	$11,029,708
	Residual Receipt of Deficit	-$6,455,364	-$6,594,454	-$7,077,727	-$7,390,224	-$6,558,234	-$6,866,149	-$5,673,943	-$6,304,988	-$5,245,152	-$5,678,289
SUBSIDY											
8020	Current Year	$7,025,003	$7,025,003	$7,475,476	$7,475,476	$6,551,379	$7,240,953	$6,159,405	$6,159,405	$5,476,864	$5,476,864
8021	Prior year Adjustment	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total HUD Contribution		**$7,025,003**	**$7,025,003**	**$7,475,476**	**$7,475,476**	**$6,551,379**	**$7,240,953**	**$6,159,405**	**$6,159,405**	**$5,476,864**	**$5,476,864**
Residual Receipt of Deficit		$569,639	$430,549	$397,749	$85,252	-$6,855	$374,804	$485,462	-$145,583	$231,712	-$201,425
OTHER FINANCIAL DATA											
2820	Operating Reserve	$4,977,191	$4,838,101	$4,433,487	$4,407,552	$4,035,738	$4,322,300	$4,528,055	$3,947,496	$4,527,144	$4,093,079
	Maximum Operating Reserve	$7,499,021	$8,191,119	$7,080,013	$7,625,046	$6,222,666	$6,807,989	$5,600,108	$6,501,321	$5,454,366	$5,625,530
	Percent of Allowable Reserve	66%	59%	63%	58%	65%	63%	81%	61%	83%	73%
	Accounts Receivable	$65,507	$135,307	$65,507	$79,013	$65,507	$55,227	$55,219	$65,507	$36,509	$65,507
	Vacated Tenants	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0



Office of Management Information Systems staff administering the PHA Network

Office of Management Information Systems

NETWORKS

As part of the PHA'S Strategic and Goals Management Plan, the Office of the Management Information System (MIS) over the past year has had many major projects assigned to them and completed a majority of them. Projects that were not completed on time were due to factors beyond the MIS department's control such as funding, waiting for information, or product supply.

Commtouch Anti-Spam software was installed on the Application server. This software helps reduce/eliminate spam e-mail received at the PHA. A nice feature of this software is the users control their policies, not the network administrator.

The MIS Training Coordinator/System Operator is in the process of installing a new firewall, a Cisco PIX 515e. We needed more flexibility with VPN's (virtual private networks) and restricting/limiting Internet access. Watchguard is our current firewall and has been in place for five years.

The Network Administrator-Energy Mgmt Programmer together with the MIS Training Coordinator/System Operator are working together to put a Disaster Recovery Manual together. This will list network information such as: IP addresses, wireless networks equipment, server hardware, software being used on servers and individual workstations. It will be a very informative manual that would assist the MIS staff with recovering from numerous types of Network failures. This manual will need to be updated when changes to hardware, software and configurations are made.

Below is a listing of our current networks, hardware and software used at the PHA. Our mission critical hardware, such as servers has a four-hour on-site service contract. While the remaining hardware has next day on-site service contracts.

Table 1. Networks FY 2004

Location	Network Type
100 Broad Street	W2K
F.S.S. Office - Academy Ave.	W2K
F.S.S. - Chad Brown	W2K
F.S.S. - Hartford Park	W2K
F.S.S. - Manton Heights	W2K
F.S.S. – Codding Court	W2K

The following list server's configurations:

File Server (Compaq DL580R)

- Location, MIS Office
- Dual Pentium III Xeon 700 MHz/512MB RAM/CD/2MB Cache
- Compaq Hot Plug Redundant Power Supply
- (4) 18.2 GB Ultra2 SCSI hard drives
- (4) 36.4 GB Ultra2 SCSI hard drives
- 512MB SDRAM – 4 X 128 (memory)
- 1GB SDRAM – 4 X 256 (memory)

E-Mail Server (Compaq DL380R)

- Location, MIS Office
- Duel Pentium III 733MHz 128 MB RAM/32X/256K Cache/NIC
- 256 Reg. 133 MHz SDRAM DIMM (memory)
- Smart 3200 Array Controller
- (6) 18.2 GB Ultra2 SCSI hard drives

Print Server (Compaq DL360R)

- Location, MIS Office
- Duel Pentium III 1.2 GHz/CD/512 MB RAM
- 1.2 GB Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

Application Server (Compaq DL360R)

- Location, MIS Office
- Duel Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 18.2GB Ultra2 SCSI hard drives

CCC Destinations Server (Compaq DL360R)

- Location, Academy Ave.
- Pentium III 550 MHz/CD/128 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (2) 9.1GB Ultra2 SCSI hard drives

Security Server (Compaq DL360R)

- Location, FM Admin building
- Duel Pentium III 1.2 GHz/CD/512 MB RAM
- 128 Reg 133 MHz SDRAM DIMM (memory)
- (5) 18.2GB Ultra2 SCSI hard drives

HVAC/Print Server (Dell Poweredge 2500)

- Location, FM Admin building
- Duel Pentium III 900 MHz/CD/512 MB RAM
- 512 Reg 133 MHz SDRAM DIMM (memory)
- (5) 9.1GB Ultra2 SCSI hard drives

Network Tape Backup System

- Location: MIS Office
- Fast Wide SCSI Storage Expander
- 40-80 GB Internal DLT Tape Drive
- 35/70 GB Internal DLT Tape Drive

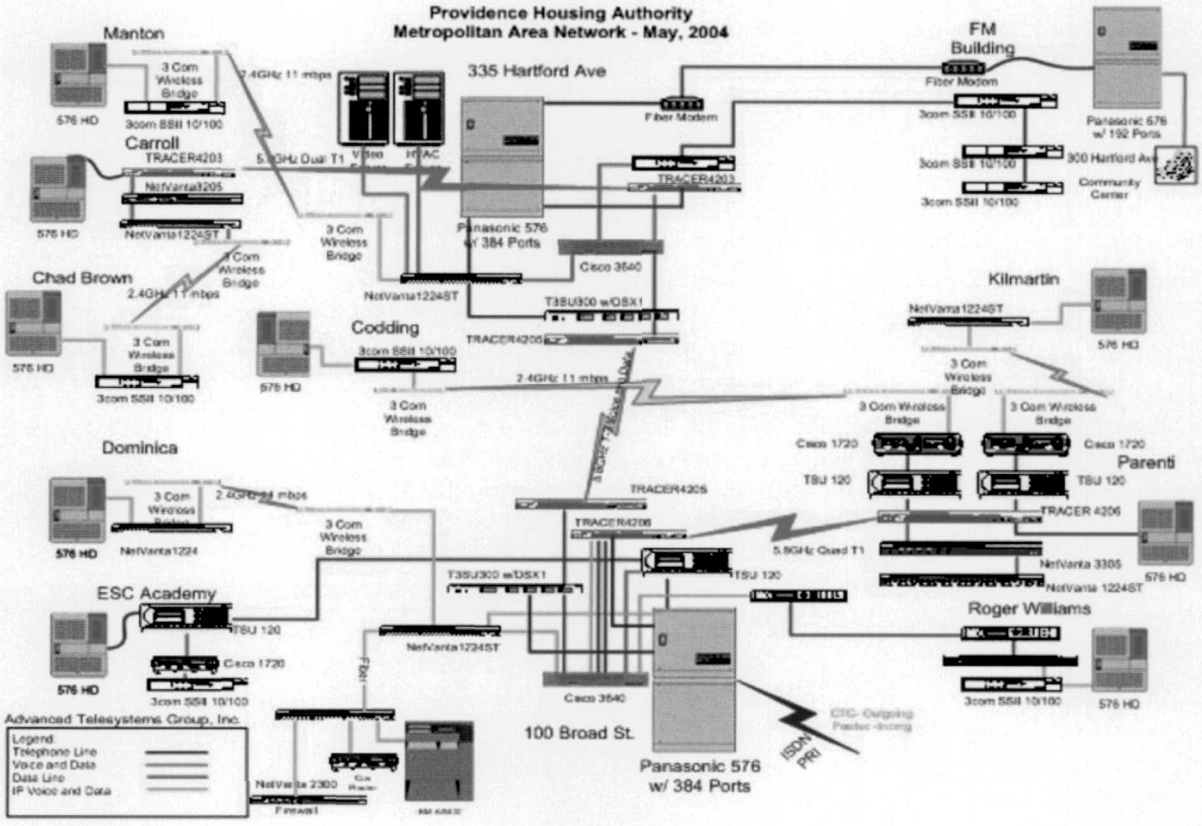
Software

- Windows 2000 Server (W2K)
- Microsoft Exchange 2000
- Microsoft Office 2003 Professional Suite
- IBM Client Access 5.5
- Microsoft Project 2000
- Visio 2002
- Microsoft PhotoDraw
- AutoCAD 2002
- Corel Draw 11
- Adobe Write 6.0
- TrackIT 6.0
- SPSS 12.0
- Backup Exec 9.1
- Norton 2000 Corporate Edition (Anti-virus software)
- Commtouch Anti-Spam Software (Qurb)
- Ad-Aware Pop-up Eliminator Spyware
- Proxy Server
- CCC Destinations
- Computer Prep CBT's – Office 2003 (computer based training software)

Internet Fire Wall

- Watchguard 6.10
- Cisco PIX Firewall v 6.3.3 (installed soon)

Figure 1. PHA Metropolitan Area Network



DATA BACKUPS

In preparation for a major network failure, weekly and monthly backups of user files, server configurations, AS/400 data and e-mail's are stored in a fire proof safe at Dominica Manor.

IMS/21 optical backup cartridges that become full are removed from the Optical drive in the MIS Office and are also being stored in a fire proof safe at Dominica Manor.

EQUIPMENT

Over this past year numerous new PC's have been ordered and the older PC's have been sold to employees through a raffle selection process. Along with the purchase of the new computers each PC has a three-year next day on-site service contract.

Table 2. Equipment FY 2004

Location	Personal Computers	Printers	Scanners	Laptop	PDA's	Digital Camera's
Executive Office	8	4	2	1	3	4
MIS	9	1	-	1	-	-
OPPRD	7	1	-	-	-	
Security	7	2	-	-	-	-
Finance	9	3	2	-	-	-
Rental Housing	16	3	11	-	4	-
Resident Services	27	13	-	1	-	2
Housing Management	35	10	23	-	-	1
Modernization	8	3	2	-	-	-
Facilities Management	26	14	1	2	17	5
Resident Services Lab	43	7	4	-	-	2
Total	**195**	**61**	**45**	**5**	**24**	**15**

Software licensing has been reviewed authority-wide and purchased according to the Microsoft licensing policy. The PHA software policy is "no software will be installed on any computer without first obtaining a license".

We are communicating with ASAP Software to purchase an agreement for Software Subscriptions (S/A) for our Microsoft products. This agreement will expire on October 31, 2006. Our current S/A agreement, which was for two years, will expire on July 31st of this year.

AS/400

The MIS Manager and the Rental Housing Director are in the process of setting up Direct Deposit for Leased Housing Landlords. Due to delays with PHAS program changes and Direct Deposit notification methods this completion date has been pushed back until October 2004. Landlords will retrieve their Direct Deposit information from our PHA website. Notices need to be mailed to Accounts Payable vendors in order to get this process started for them. Public Housing Authority Software (PHAS) which runs on our AS/400 system remains a priority for the MIS Office. Currently, all departments are using PHAS to complete their daily tasks. Some important tasks that PHAS performs are payroll, purchasing, waiting lists, work orders, inventory, resident accounting, and Public Housing and Rental Housing Inspections.

A Yahoo forum has been setup which; allows Housing Authority users of PHAS computer system the ability to communicate with each other regarding software, training and other features of the PHAS computer system. This will be a valuable means of communication that all can share with no additional costs.

MTCS

The MIS Manager has resolved discrepancies between our Public Housing database and HUD MTCS Public Housing database. This was a very tedious and time consuming project. The MIS Manager has created four Queries in the PHAS computer system that will assist the Housing Management dept with keeping these two databases in synch.

Electronic Submissions

Each month the MIS Manager electronically transmits information to the RI Department of Health (RIDOH) regarding information on our Rental Housing addresses. This information is used to monitor elevated lead blood levels of PHA Section 8 children.

The Leased Housing Director and the MIS Manager electronically transmit Multi-Family Tenant Characteristic System (M.T.C.S.) information to HUD on a monthly basis via the Internet. The Department of Finance and Accounting uses the Internet connection daily to download resident rent payments

from BankRI along with HUD Operation and Grant budgets requiting and tracking.

DOCUMENT IMAGING

Another project the MIS department will be completing this year is Document Imaging. This allows paper documents to be scanned and stored on the network, thus reducing the amount of paper storage. This would greatly benefit Housing Management with resident transfers; the resident's folders would no longer have to be transferred via inter-office mail. All resident information would be available from the network. Vanguard Systems was the selected vendor regarding the Document Scanning project. The Vanguard System called Image 21 (IMS21), works very well with our current computer system: PHAS.

At this time, Accounts Payable, Dispatch, Leased Housing, Executive and H/R have the ability to scan and retrieve documents via our ISM/21 system.

- Payroll has the ability to scan/retrieve weekly timesheets and W2's
- Accounts Payable has the ability to scan/retrieve vouchers, checks and invoices
- The Dispatch office is scanning/retrieving Closed Work Orders
- Facilities Mgmt Forman has the ability to view closed Work Orders
- The CIAP coordinator and Purchaser have the ability to retrieve documents scanned in by the A/P clerk
- Rental Housing has the ability to scan/retrieve S8 folders
- The Human Resource Mgr has the ability to scan/retrieve personal folders

MOD, Housing Mgmt, and Resident Selection will have the ability to scan/retrieve documents shortly.

HAND-HELD INSPECTION COMPUTERS

The Leased Housing Inspectors are using Dell Axim X5 (450 MHz) Handheld Inspection Units while the Facilities Management Inspectors are using the Casio E-125 Handheld Inspection Units to enter their inspection data. Nightly they load the inspection information into the PHAS computer system so the necessary Public Housing Work Orders are generated. All work orders are printed at the appropriate Foremen Offices.

COMMUNITY CENTER COMPUTER LABS

The Community Centers at Chad Brown, Codding Court and Manton Heights have a computer lab set up for their residents to use. All the computers at these labs have access to the Internet via the PHA network. This is a great benefit for the children with school assignments. Hartford Park's computer lab will be operational with the completion of their Community Center.

MIS HELP DESK

MIS has resolved approximately 664 computer questions/problems for Fiscal-Year 2004. This is number has doubled since last years troubleshooting calls. This is due to the installation of Office 2003 along with TrackIT being used to record troubleshooting/helpdesk calls.
Network Inventory software called Track-It has been installed on our Application server. This software allows the MIS staff to inventory computer hardware/software throughout the agency, install software to a pc, and allow computers to be managed from the MIS Office via our network.

Table 3. Troubleshooting FY 2000 – FY 2004

Year	Calls	Possible Reasons
FY 2000	618	New O/S & Implantation of PHAS
FY 2001	660	New User's & aging equipment
FY 2002	445	CBT's & minimal staff turnover
FY 2003	336	Familiarity of Software, CBT's & minimal staff turnover
FY 2004	664	Unfamiliarity with Office 2003

SOFTWARE TRAINING

The PHA Training room has personal computers that are installed with the CBT's software. This allows staff members to test themselves on the software used at the PHA. Staff members have the ability to test out of any software training they feel they are proficient in. One of these PC's and a projector can be used for group trainings sessions as requested by staff. Currently all staff members has the ability to review all CBT training from their computer via the network.

The Executive Director has established a mandatory PC Training Plan. This plan will ensure that all employees are adequately trained on personal

computer software used to complete their jobs. Another essential part of the plan is to ensure that senior staff members are skilled at using a variety of

VIRUS PROTECTION

Symantec Antivirus 9.0 software is being used to protect our network from many forms of viruses and network attacks. This software allows for automatic updating of virus definition files on the individual PC's. Prior to the upgrade of this product, MIS staff noticed that many users were not updating their virus definitions regularly thus allowing viruses to infect our computer network. Fortunately we were not infected with any major computer viruses.

Automatically scheduled virus scans are performed on all PC's daily at noon. Symantec Antivirus 9.0 also includes a feature called Auto-protect scan that continuously scans the local drive.
Also, Symantec Antivirus 9.0 software notifies the MIS staff when a PHA computer becomes infected with a computer virus. It also provides information on who sent the virus so they can also be notified. If staff members repeatedly get computer viruses, then they are in need of virus protection training. On the other hand when the same individuals send viruses, they will be blocked from accessing our network.



OPP staff with the Executive Director, Board of Commissioners, and guests at board development session

Office of Planning & Policy

OVERVIEW

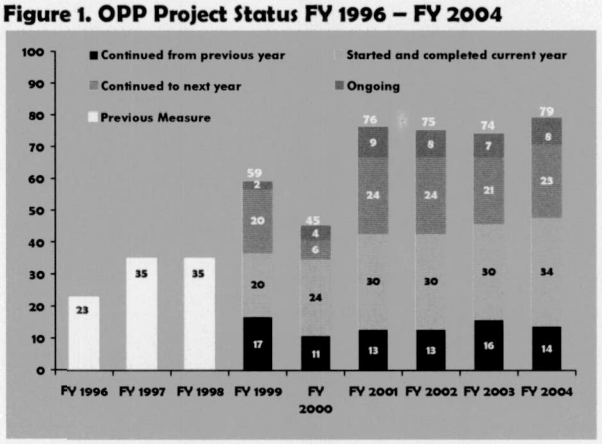
The Office of Planning & Policy continued to address wide range of important projects implemented to assist the PHA in fulfilling its mission statement. This report details action on 79 different projects. While these projects cover much of the work that has been addressed by the office during FY 2003, additional activities occurred during this time that have not been included because they were minor in scope. Often these additional activities came in the form of assisting other PHA offices and departments or in rendering assistance to outside agencies.

Of the 79 projects detailed in this report, 14 were started in FY 2003 and completed in FY 2004, 34 were both started and completed in FY 2004, 23 were started in FY 2004 (or earlier) and will be completed in FY 2005 and eight are handled on an ongoing basis. These figures are remarkably similar to last year's.

A final report detailing the outcomes of a recent Resident Entrepreneurship training program has been produced.

The following chart illustrates OPP projects over the previous eight years. Please note that the current breakdown of projects began in FY 1999. Prior to that year the figures are simply based on the number of projects that the office worked on in that year. It is important to note that for all years there is double-counting of projects that overlap from one year to another.

Figure 1. OPP Project Status FY 1996 – FY 2004



Projects From FY 2003 Completed In FY 2004

✱ ELDERLY SECURITY SYSTEM

The OPP assisted in this project by:

- Preparing site maps illustrating placement of cameras, alarms and card access systems.
- Participating in the consultant selection process, the planning process, the RFP process, the contractor selection process and in an implementation advisory capacity.
- Developed an operations protocol.
- Designed graphics for the access cards
- Developed informational brochure for residents in English and Spanish.
- Assisted in the resident photograph process.
- Developed materials related to the distribution of resident proximity cards.
- Preparing an analysis of the early stages of implementation and operations.

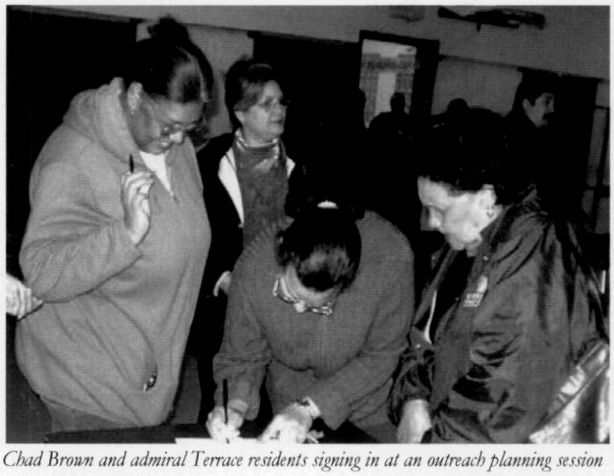
✶ HUD RESIDENT (RASS) SURVEY 2003

The OPP prepared a review of the HUD Survey findings as reported on their website. These findings are reviewed so that we may compare them to our own survey results and because they affect both our PHAS score and Annual Plan submission.

✶ CHAD/AD/SUN OUTREACH AND PLANNING

A survey was conducted in partnership with the Chad/Ad/Sun Resident Association to examine issues such as physical improvements, services and uses for the basketball area on Pumgansett Street. Several on-site planning meetings also took place to discuss issues and concerns and to map out areas for future improvement, and crime and security issues. A final meeting to present findings occurred on May 26th.

The basketball court area has since been renovated. An OPP staff member is assisting with additional site improvement planning.



Chad Brown and admiral Terrace residents signing in at an outreach planning session

✶ FY 2002 ANNUAL ENERGY MANAGEMENT REPORT

The Annual Energy Management Report for FY 2002 was completed. This report details usage and costs for gas, electricity, water, sewer and oil. Data are broken down by development and by utility and compared with data from previous years.

✶ 2003 CUSTOMER SATISFACTION SURVEY

The OPP completed the final report on the 2003 Customer Satisfaction Survey. This survey is based on the same instrument used by the Department of Housing & Urban Development for the PHAS review, however we survey the entire PHA rather than a smaller sample.

✶ 2003 CUSTOMER SATISFACTION SURVEY SPECIAL SITE TEAM BREAK DOWN

The results of the 2003 Resident Customer Satisfaction Survey were broken down based on the development site teams and the specific indicators that are included in the PHA's site based review.

✶ PHA WEBSITE UPDATE

The OPP updated the PHA's website (www.pha-providence.com) during the summer of 2003. This project has since been transferred to the MIS Office.

✶ PHA WEBSITE SOP

To assist PHA staff in future updates, a SOP was created explaining the various steps and procedures for making changes to the site. This SOP has been given to the MIS staff person who now oversees this project.

✶ RESIDENT PAINTING PROGRAM REPORT

A final report detailing the outcomes of a recent Resident Entrepreneurship training program has been produced. This program was based on teaching resident participants about the painting business. The report describes the degree to which program goals were met, examines obstacles and barriers and presents recommendations to improve future endeavors.

✶ FY 2002 SECTION 8 SURVEY REPORTS

A final report of findings from the FY 2002 Section 8 resident and landlord surveys was produced by the OPP in a combined report.

✶ NAHRO SUMMER CONFERENCE AWARDS POSTERS

The OPP prepared posters for PHA programs that earned NAHRO awards for a display at the National Summer Conference.

✶ SECTION 8 LOCATIONAL CHOICE

Survey data are entered into an SPSS database to track reasons why Section 8 residents move and what factors they are looking for in their housing search. A report was prepared in the spring of 2004 to update the results from a 2002 report.

✶ HARTFORD PARK COMMUNITY CENTER + FACILITIES MANAGEMENT BUILDING

An OPP staff member assisted the Department of Facilities Management with the development of a new community center and facilities management building at the Hartford Park development. As of this writing, the FM building was occupied by FM staff and the Community Center is near completion.

✶ RESIDENT ASSOCIATION HANDBOOK UPDATE

The Resident Association Handbook was updated in August 2003.

Projects Started and Completed in FY 2004

✶ PHA ANNUAL REPORT ON OPERATIONS FY 2003

The OPP compiled, formatted and produced the FY 2003 PHA Annual Report on Operations detailing key achievements and indicators for PHA operations for FY 2003. The report also includes ten year trend analysis.

✶ ANNUAL REPORT 2003 SLIDE SHOW

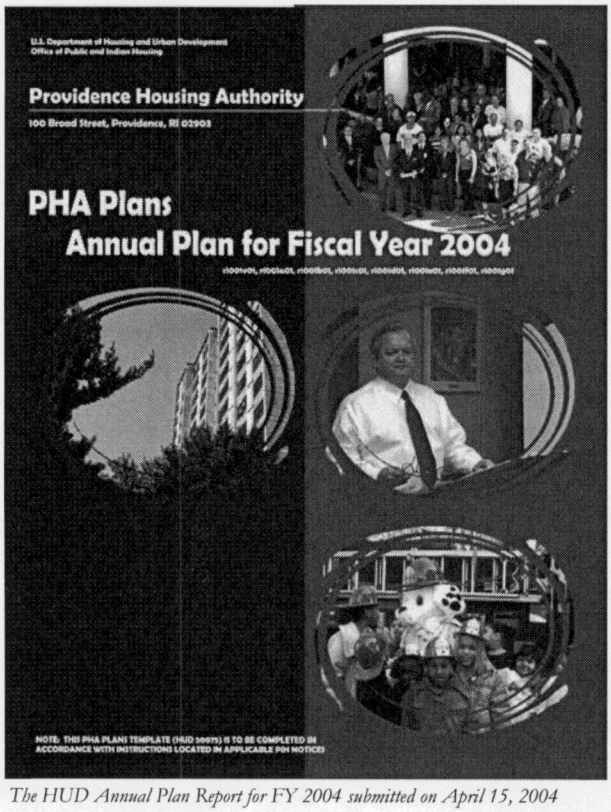
The OPP prepared a comprehensive slide show that was used to present the PHA's FY 2003 Annual Report on Operations to the Board of Commissioners.

✶ OPERATIONS TREND ANALYSIS DISPLAY

A series of charts and graphs were prepared to illustrate detailed trend data for key PHA operational indicators. These data are on display in the conference room in the PHA main office.

✶ HUD ANNUAL PLAN 2004

This year's HUD required Annual Plan was submitted electronically and hand delivered (with original signatures) on April 15th. Meetings with the Resident Advisory Board were conducted to educate and receive input (January, February and March) and a public meeting was held in March. This meeting was advertised publicly in early February. The plan was approved by HUD in May.



The HUD Annual Plan Report for FY 2004 submitted on April 15, 2004

✶ DE-CONCENTRATION ANALYSIS

The OPP prepared documentation analyzing incomes at all family developments to determine if any developments fell above or below the Established Income Range (EIR) of 85% to 115% or 30% of Area Median Income (AMI) of the overall average income for these developments. The analysis shows that the PHA's developments do not exhibit concentrations of high or low incomes outside of the EIR.

✶ FAIR HOUSING AND ACCESS TO PHA PROGRAMS ANALYSIS

The OPP has collected data to illustrate its efforts in promoting fair housing and access to PHA activities.

✶ VOLUNTARY CONVERSION ANALYSIS

The OPP conducted an analysis as required by HUD to determine the issues related to the option of converting family public housing developments into vouchers.

✶ CITY OF PROVIDENCE CONSOLIDATED ANNUAL PLANNING & EVALUATION REPORT

The OPP assisted the Planning Department of the City of Providence by compiling information on the PHA's programs, activities and grants received in FY 2003.

✶ PCOC ANNUAL REPORT FY 2003

An Annual Report for FY 2003 detailing activities and income and expenses for the Providence Community Opportunity Corporation (a PHA non-profit organization) has been prepared.

✶ POSTERS FOR THE NEW FACILITIES MANAGEMENT BUILDING

The OPP created many new posters to adorn the walls of the PHA's new Facilities Management building on Laurel Hill at the Hartford Park development. These new posters, now hanging in the hallways of the new building, depict various aspects of the Facilities Management Department's operations.

✶ OPP PERFORMANCE INDICATORS

The OPP and the Executive Director developed a new set of performance indicators for the office.

✶ PUBLIC HOUSING SOCIO-ECONOMIC REPORT FY 2003

The OPP prepared the FY 2003 Public Housing Resident Socio-Economic Report. This report analyzes demographic, household and income data for residents and is broken down by development for comparative purposes. Trend analysis is also included.

✶ SECTION 8 SOCIO-ECONOMIC REPORT FY 2003

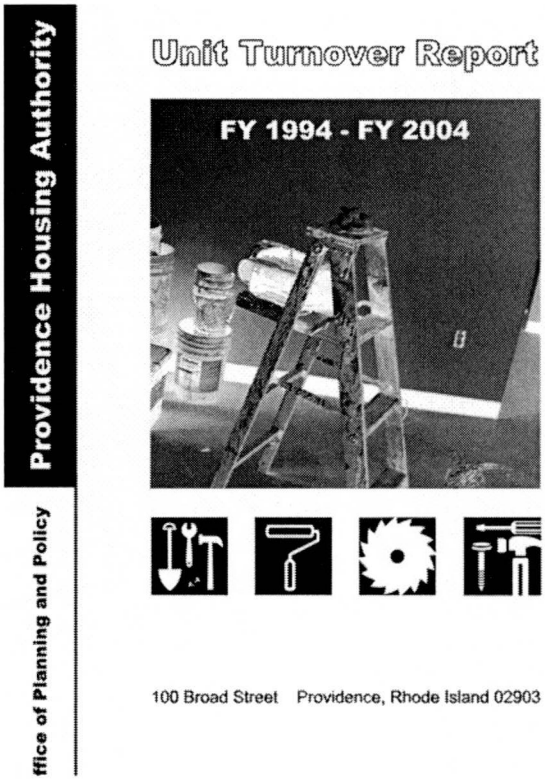
The 2003 Section 8 Resident Socio-Economic Report analyzes demographic, household and income data for residents and is broken down by Section 8 program for comparative purposes. Trend analysis is also included, however we have not been preparing this report as long as the Public Housing version, so trend data do not go back as far.

✶ WORK ORDER REPORT FY 2003

This report is prepared annually and examines work orders by type and development. In FY 2003 the PHA performed 81,018 work orders. This report also examines work orders over a ten year period.

✶ UNIT TURNOVER REPORT FY 2003

This report examines unit turnover work orders from 1994 - 2004. During that year 484 units, or 19% of the PHA's total units were turned over. This report breaks down these data by development and includes a ten year trend analysis.



The FY 2003 Unit Turnaround Report examining calendar years 1994 – 2004

✶ ANNUAL SECURITY REPORT FY 2003

The Annual Security Report includes information concerning security related incident in PHA developments. This report includes security work orders and Part I and Part II incident and arrest data. Information is broken down by development, incident type, time and other factors.

✶ EMPLOYEE INFORMATION DAY

The OPP prepared Power Point slide shows and provided planning and logistical support for the September 10th Employee Information Day.

✶ FACILITIES MANAGEMENT LETTERHEAD

A new letter head design was created by the OPP for the FM Department with their new address. At this time, however, they are utilizing the previous design.

✶ NERC/NAHRO WINTER CONFERENCE ADVERTISEMENT

The OPP developed a full-page advertisement for the New England Regional Council of the National Association of Housing & Redevelopment Officials (NERC/NAHRO) mid-winter conference program booklet.

✶ NERC/NAHRO WINTER CONFERENCE SLIDESHOWS

The OPP assisted the Executive Director with the preparation of three slide shows that were presented at this conference. These slide shows covered the following topics: Conducting Physical Needs Assessments, RFP Preparation and Performance Management.

✶ NERC/NAHRO SUMMER CONFERENCE ADVERTISEMENT

The OPP developed a full-page advertisement for the New England Regional Council of the National Association of Housing & Redevelopment Officials (NERC/NAHRO) summer conference program booklet.

✶ NERC/NAHRO SUMMER CONFERENCE SLIDESHOW

OPP Staff assisted the Executive Director in conducting a session designed to assist housing authorities in utilizing all of the available resources in their community to maximize their operations and take advantage of opportunities.

✶ ELDERLY NEEDS ASSESSMENT REVIEW

The OPP received the raw data from the Department of Resident Services for their elderly needs assessment. These data were transferred into SPSS, reviewed and put into a slide show.

✶ PHA BOARD OF COMMISSIONERS TRAINING

The OPP made several presentations during the Annual Board Retreat in April. These presentations covered the following topics:

- Section 8 Resident Survey Results.
- Section 8 Landlord Survey Results.
- Scattered Site Neighborhood Survey Results.

- Public Housing Resident Customer Satisfaction Survey Results.
- Elderly Needs Assessment.
- Public Housing Focus Groups.
- Successful Activities Conducted by Local Community Development Corporations.

✶ CDC PHOTO CATALOG AND SLIDE SHOW

The OPP compiled a library of photographs from local Community Development Corporations and catalogued them and stored them on a computer disk. A slideshow of success CDC projects was also developed and presented at the PHA's annual board development session.

✶ 10 YEAR SECTION 8 NEIGHBORHOOD TREND ANALYSIS

An analysis of neighborhood trends was conducted for the Section 8 program. This report tracks the number and percentage of Section 8 units in each of the City's neighborhoods.



Dexter Manor residents enjoying a cookout following a fire safety training

✶ ELDERLY DEVELOPMENT COOKOUTS

This year the elderly-high-rise cookouts were held in conjunction with fire safety and fall prevention training. Residents were required to attend the training session in order to attend the cookouts. Tickets, and posters were designed and plans for set up and service flow were developed prior to each event. OPP staff members assisted with each of these events. Resident Services staff report an increase in attendance at these sessions of 148% over last year (273 from 110) due to the cookouts.

✶ PUBLIC HOUSING FOCUS GROUPS

The OPP has conducted focus groups at each of the PHA's conventional developments to follow up on the information gathered in the customer satisfaction surveys. The focus groups were conducted to collect information concerning the PHA as a whole, various aspects of PHA services and areas of strengths, weaknesses, opportunities and challenges.

✶ SPRING 2004 ELDERLY DEVELOPMENT LANDSCAPE PLANS

The OPP developed and assisted in the implementation of landscaping plans for new plantings at all PHA high-rise developments.

✶ MONTHLY MANAGEMENT REPORT REDESIGN

Starting with the July 2003 edition the OPP updated the format for the PHA's Monthly Management Report.

✶ RESIDENT SURVEY 2004

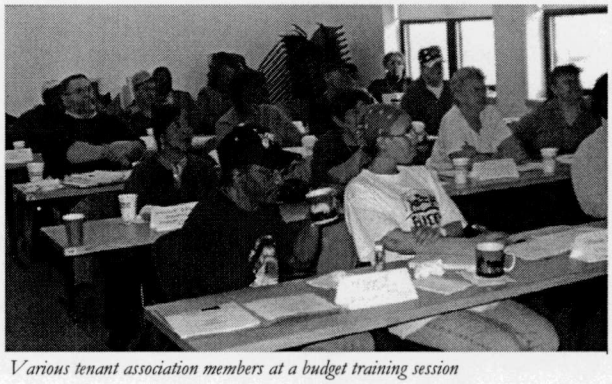
The OPP conducted the 2004 customer satisfaction survey. Surveys were mailed to elderly development residents on January 14th and to family development residents from January 20th to 22nd. By the end of March, 883 of 2,438 (36.2%) had been received.

✶ DEPARTMENT OF ELDERLY AFFAIRS ELDERLY SECURITY GRANT 2004

The Annual Elderly Security Grant was submitted to the Department of Elderly Affairs on June 18th. We requested $162,123.39 and are awaiting award notification. The State's budget situation may cause some delay in the final award decisions

✶ TRAINING FOR RESIDENT LEADERS

A major training session was held at the new Facilities Management building on April 7th to cover topics related to RA budgets, eligible expenditures, record keeping and reporting requirements.



Various tenant association members at a budget training session

✶ RASS SURVEY ACTIVITIES (2004)

The OPP implemented the public outreach phase for the 2004 HUD RASS survey. This included the use of posters, rent mailers, flyers, meetings and newsletters. These activities were completed and certified on the HUD website.

Projects to be Completed in FY 2005

✶ 2004 ENERGY MANAGEMENT REPORT

This report will break down data for cost and consumption of our five major utilities (water, sewer, oil, gas and electricity) by year (FY 2004 and five year comparative data) and development.

✶ 2003 ENERGY MANAGEMENT REPORT

A draft of this report has been prepared and changes are currently pending. This report breaks down data for cost and consumption of our five major utilities (water, sewer, oil, gas and electricity) by year (FY 2003 and five year comparative data) and development.

✶ REAL ESTATE ASSESSMENT CENTER INSPECTIONS

The OPP participates in the efforts to assist with HUD's Real Estate Assessment Center's physical site inspections by providing required data and site maps and preparing text for rent mailer and mail notification.

✶ CHAD BROWN SITE IMPROVEMENT PLANNING

The OPP is working with the FM department to determine costs for site improvements, specifically the installation of new fences. This information will be presented to the Executive Director. Ownership status has also been determined for an area located next to the site.

✶ RESIDENT CUSTOMER SATISFACTION SURVEY REPORT

The OPP conducted the 2004 customer satisfaction survey in January. Since then, the results have been compiled and analyzed and a slideshow was presented during the April Board development activities. Results were also sent to departmental planning teams. A final report will be completed in early FY 2005.



The Carroll Tower Physical Improvements PR piece featuring Councilman Hassett

✶ CARROLL TOWER PHYSICAL IMPROVEMENT PUBLIC RELATIONS PIECE

A public relations piece detailing the improvements made with a $42,000 CDBG grant obtained by the PHA with the help of City Councilman Terrence Hassett is currently being produced. The funds were used to replace deteriorated sidewalks and fencing, and to install decretive pillars and a handicapped ramp at Carroll Tower.

✶ FOREMAN PLANNING PROTOCOL

A planning protocol for on-site Facilities Management personnel was developed, but still must be refined and simplified.

✶ SCATTERED SITE NEIGHBOR SURVEY REPORT

The OPP scattered site neighbor survey was revised and sent out to approximately 500 neighboring addresses identified through the providence plan mapping system and verified through internet sources. The survey is broken down by zip code. The surveys were mailed from Feb 20th to the 23rd and by the end of March, 81 or 15.6%, had been returned. Results were presented to the PHA's Board of Commissioners and to strategic planning teams.

✶ SECTION 8 RESIDENT SURVEY REPORT

The previous Section 8 resident survey instrument was revised (shortened) and was sent to 1,000 Section 8 residents on March 2nd. Approximately 148 were returned undeliverable. Accounting for this, the OPP had received 218 or 25.6% by the end of March. A final report is being prepared. The results have been presented to both the PHA's Board of Commissioners and PHA planning teams.

✶ SECTION 8 LANDLORD SURVEY REPORT

The previous Section 8 landlord survey instrument was revised (shortened) and was sent to 797 landlords on March 1st. By the end of March the OPP had received 238 or 29.8%. A final report is being prepared. The results have been presented to both the PHA's Board of Commissioners and PHA planning teams.

✶ FOCUS GROUP REPORT

A final report of findings will be prepared. Individual focus group reports and a summary of results have already been sent to PHA planning teams.

✶ STAKEHOLDER SURVEY

The OPP and the Executive Director have prepared and sent out approximately 90 stakeholder surveys. Additional stakeholders are being identified and another round of surveys will be sent out. An SPSS database has been prepared and survey results are

entered as they are received along with any comments made on the survey instrument.

✱ REAC SURVEY ANALYSIS 2004

The final results of the 2004 REAC Survey are being made available by HUD on the REAC Website. These results will be reviewed and analyzed.

✱ HUD MASS SECURITY AND FSS INDICATORS 2004

Data and supporting documentation are being collected for the annual PHAS MASS rating system for the security and self-sufficiency indicators.

✱ FAMILY-SELF SUFFICIENCY PROGRAM REVIEW

The OPP is conducting an evaluation of the Family Self-Sufficiency program. This is a comprehensive review and will examine program history, design, goals and objectives, implementation and success. Two drafts have been completed, but a complete overhaul is in progress has been delayed due to staff turnover and other unforeseen events.

✱ PROJECT MANAGEMENT PROTOCOL

The OPP developed a draft of a project management protocol to guide various PHA projects through the planning and implementation stages. This is currently being tested on several projects for the Modernization Division of the Facilities Management Department.

✱ RECORDS RETENTION ORGANIZATION

The OPP has begun a project to organize and track materials in the records retention room. All PHA departments were asked to examine their materials in this room and remove and discard anything that they are no longer required to keep or anything deemed inappropriate. During this project old equipment, furniture and other assorted non-file items were removed and 31 boxes of expired files were destroyed.

An OPP staff member also met several times with Directors and managers from each office and department to discuss what materials will be kept in the room, and what the disposal dates should be. Procedures were developed and based on a newly created matrix developed of all PHA documents to be stored along with disposal dates as determined by previous policy, HUD policy and National Archives & Records Administration policy.

These procedures have been produced and the OPP is awaiting approval from the Executive Director to begin full implementation.

✱ FY 2004 UNIT TURNOVER REPORT

At the end of FY 2004 initial work had already begun on this project. This report will include analysis of unit turnover workorders broken down by development and analyzed over a ten year period.

✱ FY 2004 ANNUAL SECURITY REPORT

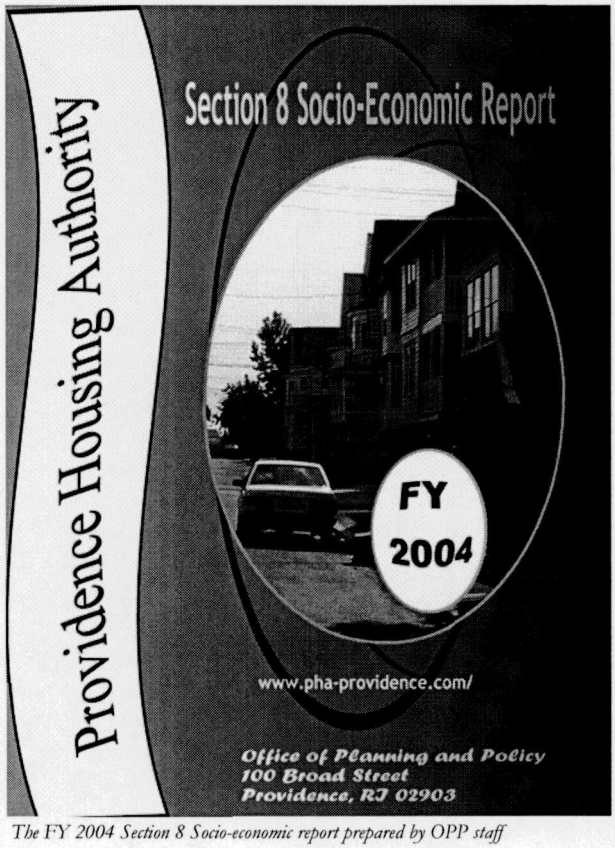
The OPP is preparing the PHA's Annual Security Report. This report includes security work orders and Part I and Part II incident and arrest data. Information is broken down by development, incident type, time and other factors.

✱ HOUSING MARKET ANALYSIS

The OPP prepared a report to determine the state of the rental housing market in the city of Providence and to explore various factors that influence it such as students living in off-campus housing, Boston employees who move to Providence for lower cost housing and commute and regulatory burdens on Landlords. Various drafts have been submitted to the Executive Director and revisions are and additional analyses are pending.

✱ RESIDENT SOCIO-ECONOMIC REPORT 2004

The OPP is updating the Resident Socio-Economic Report. This report lists demographic and economic data concerning PHA households.



The FY 2004 Section 8 Socio-economic report prepared by OPP staff

✶ SECTION 8 SOCIO-ECONOMIC REPORT 2004

The OPP is updating the Section 8 Socio-Economic Report. This report lists demographic and economic data concerning Section 8 households.

✶ FY 2004 OVERTIME REPORT

The FY 2004 overtime report details overtime over the course of the year and includes analysis of extraordinary weeks and factors that result in high accumulations of overtime hours. This report will compare expenditures to figures from previous years.

Ongoing Projects

✶ PRIVATE RENTAL HOUSING MARKET STUDY

The OPP surveys Providence property owners and rental agents concerning rents charged and amenities offered in the private rental market in the City. This information is collected via Internet listings and telephone interviews. The data are used to determine if rents in the Section 8 program should be adjusted. The OPP prepares these reports on a quarterly basis.

✶ EMPLOYEE NEWSLETTER

The OPP prepares the employee newsletters for the PHA. The newsletters communicate important information on topics including PHA awards, employee profiles, changes in benefits and survey results.

✶ WILLIAMS WOODS PLACE DEVELOPMENT

The OPP continues to assist in the planning efforts for the Williams Woods Place development. A public meeting was held in February and partnership meetings have been held on a monthly basis.

✶ PHYSICAL NEEDS ASSESSMENT SEMI-ANNUAL UPDATES

The OPP continues to work with the Facilities Management Department to update the Physical Needs Assessment on a semi-annual basis.

✶ SECTION 8 LOCATIONAL CHOICE SURVEY

The OPP continues to receives these surveys from the Department of Leased Housing.

✶ RESIDENT ADVISORY BOARD

Meetings with the Resident Advisory Board were conducted to educate and receive input (January, February and March) concerning the PHA's annual plan and other related issues. Members also participated in a budget training session at the new FM building on April 7th. The OPP spent 47 hours working on RAB related activities for this year.



The PHA Resident Advisory Board at a meeting held in February 2004

Table 1. OPP Staff Hours Dedicated to Assisting PHA Tenant Associations FY 2003

Month	Number of Hours
Jul 03	24.5
Aug 03	64.0
Sep 03	65.0
Oct 03	25.0
Nov-02	25.0
Dec-02	15.0
Jan-03	30.0
Feb-03	23.0
Mar-03	30.0
Apr-03	40.0*
May-03	15.0
Jun-03	25.0
Total	**381.5**

* Included April 7th training activities.

✶ TENANT ASSOCIATION CERTIFICATION

Elections have either occurred or are scheduled for all developments including Dominica Manor (the only development that had not had an election by the end of the fiscal year). Operations are now turning towards certifying elected associations, and implementing an official Memorandum of Agreement with each association specifying the roles and responsibilities of the PHA and RA's. (See tables following).

Table 2. Resident Associations Status End of FY 2004

Name of Association	Last Election	Scheduled Election	Comments
Carroll Tower	6/03	6/05	FY 2005 first quarter budget submitted. RA will meet with ED to discuss redesigning of front of building to include a sitting area with possible roll up awning and patio for community interaction activities.
Chad Brown	10/02	10/04	RA has applied for final installment for FY 2004 of $2,584. RA will prepare FY 2005 budget with RAL in July.
Codding Court	9/03	9/05	RAL will work more closely with this RA in FY 2005. RAL will meet with RA to prepare FY 2005 budget. This RA has remained inactive.
Dexter Manor I & II	8/03	8/05	First Quarter FY 2005 budget submitted. President attended the Dominica Manor RA Information Day and did a presentation on her experiences as a RA leader. President spoke with Parenti President to discuss combined activities as well as rotating RAB meetings held at all PHA developments.
Dominica Manor	11/96	7/04	Election scheduled for July 27th. Manager, Management Aide and RSC are assisting in election process. LWV notified. RA Info Day held on June 30, and Dexter and Parenti Presidents did presentations about the benefits of having an RA.
Hartford Park	10/02	10/04	Very organized. Final FY 2004 installment received. FY 2005 budget has been prepared and submitted to ED and a check was cut on July 1. President is also RAB Chairwoman has started monthly rotating RAB meetings at PHA developments that have RAs. These meetings will be an opportunity for all RA leaders to meet one another and discuss their activities, challenges, strengths and also possibly organize combined resident activities. First meeting was held in July 05, but only three RA leaders attended. RAL will send President the latest RAB contact sheet so that Pres can schedule FY 2005 RAB meetings ahead of time.
Kilmartin Plaza	7/03	7/05	Final 04 installment was made. RAL will work with RA to prepare FY 2005 budget. Overall, this RA is doing well and will benefit from more training.
Manton Heights	3/03	3/05	PHA has made a vacant unit available for RA office. President will begin to put office together at start of FY 2005. This is great news because it has been an obstacle preventing President from activating the RA.
Parenti Villa	3/03	3/05	FY 2005 budget prepared. First installment will go out mid July. President attended Dominica Manor RA Info Day and did a presentation on what the benefits of an RA are to the community. Inspired many DM residents to get involved. President spoke with Dexter President about rotating RAB meetings and combining activities in the future. Residents have requested an outdoor tent/awning for gatherings. ED will meet with RA to discuss possibility of splitting the cost and redesigning front sitting area.
Roger Williams	9/03	9/05	RAL has recommended a Resident Committee for FY 2005. The RA has been inactive and only one officer remains.

✶ STRATEGIC PLANNING + GOALS MANAGEMENT

The seventh semi-annual monitoring report was been completed in January 2004. This period covered July 1st through December 31st. At that time, the PHA was on target in meeting 98% of its objectives. The following table covers this period. The final data for the July 2004 report are being collected and analyzed. At this time, major changes in status are not anticipated.

Table 3. PHA Quarterly Goals Management Review Results through Jan 2004

On Target Category			Problem Category		
	#	% Of Total		#	% Of Total
Completed	236	59%	Not yet Begun	2	>1%
Not Yet Begun	7	2%	In Progress	1	>1%
In Progress	35	9%	Barrier	0	0%
Ongoing	113	28%	Ongoing	2	>1%
			Ongoing, Barrier	4	1%
Category Total	**391**	**97%**	**Category Total**	**9**	**2%**

Obsolete/Resolved: 17 (Do not count towards percentage calculations)



Security Operations

Public Housing Unit officers on their daily patrol at Chad Brown and Admiral Terrace

OVERVIEW

An important element of the Providence Housing Authority's (PHA) mission is to provide safe housing for its residents. The Providence Police Department's Public Housing Unit (PHU) and the PHA's security force form the Police & Security Services Unit which fulfills the agency's mission. The program provides security services to six family developments, seven elderly/disabled high-and-moderate rise developments and 245 units of scattered-sited housing locations.

Through the efforts made by the PHU, officers past and present have been collectively awarded 61 Providence Police Department and city awards while assigned to the PHU. In 1992, the National Association for Housing and Redevelopment Officials' (NAHRO) awarded our program with the *National Award of Merit* in *Program Innovation-Client* and *Resident Services for the Security Program.* Also that year, the *Public Housing Unit (PHU)* merited the *Public Safety Commissioner's Award* for best overall performance in the *Providence Police Department (PPD).* The PHU was featured in a nationally televised HUD video introducing the "One strike, you're out" policy. This recognition is a testament to the PHA's commitment to ensure a safe and orderly environment for its residents. Other awards issued between 1992-2004 were thirteen *Archambault Awards (*officer of the year*)*, two *Mayors Awards*, six *Commissioners Awards*, thirteen *Chief's Awards*, six *City Council Awards*, five *American Legion Awards*, four *Hostage Situation Ribbons*, seven awards from outside agencies, four *Police Reserve Awards* numerous letters of commendation, and one *Humanitarian Award.* In FY 2003 an active PHU officer was awarded the American Police Hall of Fame Purple Heart for a wound received in 1985 and the current Security Operations Manager, a retired PHU officer, was awarded the American Police Hall of Fame Silver Star for Bravery for an incident that also occurred in 1985. Four PHA Security Officers received the American Police Hall of Fame Civilian Medal of Appreciation in FY 2004.

SECURITY TABLE OF ORGANIZATION

The Police & Security Services Unit is comprised of the following Providence Police and Providence Housing Authority personnel:

- The Public Housing Unit (PPD)
- The Providence Police Reserve Officers assigned to the PHU (PPD)
- The PHA Security Operations Manager (PHA)
- The PHA Security Officers (PHA)
- PHA Security Monitors (PHA)
- The Fraud Investigator (PHA)
- Resident Crime Watches (PHA)

The Public Housing Unit

The PHU Officers are Providence Police Officers who are assigned by the Police Department to this specialized police unit. In the Police Department Table of Organization, the PHU is under the command and supervision of the Patrol Bureau.

In FY 2004, there were eight patrol officers assigned by the police department to the PHU. In June of 2003, the police department, under the command of Colonel Dean Esserman, implemented a redistricting plan for the police department that included a redeployment of police department personnel. At the time, the PHU had an increase in the authorized complement of officers assigned to the unit to a total of eight officers. Under the redeployment plan the sergeant was transferred from the unit and the officers are under the immediate command of four district lieutenants in which the PHA developments are located.

The City of Providence and the PHA share in the cost of the PHU and its officers. The city is responsible for the payment of the officers' police salaries, benefits, pension plan contributions and the time spent testifying in court. The PHA compensates the officers for the hours worked beyond the hours that are paid by the city. On average each PHU officer works an additional 20 hours of "PHA hours" per-week. "PHA extended coverage hours" allow for an overall extension of police coverage in the PHA developments.

The Police Reserves

In addition to the police officers assigned to the PHU, twelve Providence Police Reserve officers are attached to the unit. The reserve officers are sworn police officers that possess the power to arrest, carry firearms, and utilize all additional police equipment. The primary duty and responsibility of the reserve officers is to patrol all of the elderly/disabled developments located throughout the city. The reserves are attached to the PHU because the PHU officers are extremely familiar with the problems that are specific to the elderly/disabled developments, including the tactics needed to resolve problems specific to this type of housing. When on duty the police reserves are under the immediate supervision of the PHU officers. These reserve officers are volunteers and are not compensated financially for their services. They serve 30 hours on average per month.

Under the redeployment plan the sergeant was transferred from the unit and the officers are under the immediate command of four district lieutenants in which the PHA developments are located.

PHA High-Rise Security Officers

The PHA established a security force in 1991. The PHA security force currently consists of 13 uniformed security officers. These security officers, who are unarmed and have no arrest powers, patrol the PHA's elderly/disabled high-rise developments. The security officers' schedules are adjusted based on particular needs of the development to which they are assigned.

Security officers, either men or women 18 years of age or older, are recruited, trained and supervised by the PHU. They must pass all of the mandatory exams as well as a criminal background investigation. In addition, they must complete the required training for elderly/disabled high-rise security officers mandated by the State Department of Elderly Affairs (DEA). The security officers receive their training from the PHA Security Operations Manager and the PHU officers. The PHU officers and the PHA Security Operations Manager provide this training given their expertise in the field and their first hand knowledge of the problems often encountered in these buildings. The security officers, as a whole, work 418 hours per week on average.

The security officers are in direct radio communication with the PHA security monitor & dispatcher. The security officers receive their calls from this monitor and are also in direct radio communication with the PHU officers via the PHA radio channel. This method of communication allows the security officers to receive immediate advice or assistance if needed.

While on duty, security officers are responsible for patrolling the building to which they are assigned as well as the parking-lot areas. The officers complete and submit a written security report that is used to inform management of any problems that occurred in the building. The Security Operations Manager (SOM) reviews all security reports the next morning. If there is information that requires immediate management attention/action it is e-mailed to the appropriate manager. At that time management will take the action necessary to resolve the problem.

The Security Monitors + Dispatchers

In FY-2002 the PHA installed a security system in the six elderly high-rises. The security system consists of cameras and alarms on the ground floor doors and entrance/exit ways and also the elevators. In addition the main lobby doors were changed to card access doors. The security monitors/dispatchers' primary duties are monitoring the security system and cameras and dispatching the PHU officers to police service calls or referring the caller to the police or fire department when the PHU officers are off duty. The security

monitors/dispatchers are located in the PHU Sub-Station/Security Office where the primary monitoring station is located. The security monitors/dispatchers are on duty 24 hours per day with the exception of the 8:00AM to 4:00PM Sunday Shift.

The PHA has plans to extend the security cameras to include the family developments. In FY-2004 a camera system was installed at Manton Heights, a family development, to provide security camera surveillance.

As secondary tasks, the security monitors have been trained to conduct the criminal background checks on public housing applicants, operate the police department GUI computer and are cross-trained in some of the Security Operations Manager's administrative duties.

The PHA Security Operations Manager

The PHA Security Operations Manager is a retired PHU officer. His responsibilities include scheduling and general administrative oversight of the security program and the PHU in order to provide the most effective security coverage for the PHA. The Security Operations Manager is also responsible for maintaining and updating all records and other data pertaining to police/security activity and operations in the PHA developments. This information is updated on a daily basis. The information generated is compiled in the PHU weekly police/security activity report, a monthly report, a fiscal year report and also a calendar year report. On a bi-weekly basis the SOM attends the PHA staff meeting where security problems and possible solutions are discussed. The SOM periodically attends management and tenant meetings to discuss security concerns should developments experience security problems. There is close coordination between the SOM and department directors to maintain and ensure that new and/or future security measures will be effective.

The SOM has the responsibility to ensure that the PHA is in compliance with Department of Elderly Affairs mandates pertaining to resident safety and safety education in the elderly/disabled high-rises. This includes mandates regarding the training and managing of the security officers. In addition the SOM has been selected as a primary instructor by the Department of Elderly Affairs to provide training to all security officers, state wide, that are mandated to under go this training. In FY 2004 this training was halted pending internal revision in the Department of Elderly Affairs.

Fraud Investigator

In FY 2000 a Fraud Investigator was hired to address management's complaints on tenants or Section eight landlords, assist in BCI checks and head an investigative team for complaints involving PHA employees. The Fraud Investigator is a retired Providence Police Sergeant and a former Community Protection Officer (Presently called PHU). Every Wednesday the Fraud Investigator fingerprints those public housing applicants that need additional criminal background investigation. Those fingerprints are submitted to the FBI for review. The Fraud Investigator operates from the Public Housing Unit sub-station at 335 Hartford Park.

Resident Crime Watches

Over the years, resident crime watches have been organized in all of the PHA elderly/disabled high-rises and in two of the family developments. As of date, three of the high-rises, Dominica Manor, Dexter Manor and Parenti Villa, have active crime watches The primary reasons for the lack of the crime watches in the other high-rises and the family developments are the lack of interest on the part of the residents and also dissention between the members of the crime watch. The PHA does plan to expand on the resident crime watches in developments that express interest in such a program.

SECURITY CRIME DATA

The PHA monitors the security and crime data that is gathered by the Public Housing Unit (PHU) and PHA security officers. Statistics concerning criminal and security-related activity taking place on PHA property are recorded by development. The data are collected, recorded and compiled daily in the weekly, monthly and yearly reports

Daily Activity Reports (DAR)

The PHU reports on their daily activity in the Daily Activity Report. All activity generated by the officers such as arrests, dispersals, types and locations of radio calls, and the originating dispatcher (PPD or PHA), are entered in this report. The Daily Activity Report is an important report because additional reports are generated from the data included in the DAR. All arrests entered in the activity report are entered in the PHU Arrest Database on a daily basis.

The PHA security officers also submit a daily activity report to the SOM. Security report information is entered in the PHA Police Activity database daily.

Security Work Orders

Security work orders are used to record and track security issues or incidents involving the PHA security personnel. In addition, the security monitors/dispatchers complete a security work-order on events that take place when the PHU officers or security are off duty.

In the previous years the security work-orders were completed and complied by the Facilities Management Dispatcher. Effective June of 2002 the security work-orders are being maintained by the security monitors/dispatchers

Weekly Activity Reports

At the beginning of each week the Security Operations Manager gathers the information in the PHU Police Activity database to complete a weekly report. This report is then forwarded via e-mail to the PHA Executive Director, the Director of Housing Management, the Director of Facilities Management, all PHA development managers and other selected PHA staff. Those in receipt of these reports possess a report on all police activity and problems from the previous week. After reviewing these weekly reports, managers can determine if and when further action on their part is needed.

Monthly Management Report (MMR)

This report is broken into seven separate reporting forms.

The first is the Summary page, which gives a general overview of the months activity including highlights, followed by, second, the PHU Arrest and Activity report. It records the following:

- Arrests, for Part I and Part II offenses (based on FBI Uniform Crime Reports)
- Radio calls responded to (PPD and PHA)
- Summons issued
- Dispersals
- Lease violations issued
- Meetings attended
- Eviction hearings attended

The third report is a Fiscal Year-to-Date PHU Arrest and Activity Report that contains the year-to-date totals of the monthly Arrest and Activity Reports. The fourth report is the PHU Crime and Incident report. This report contains the incidences of Part I and Part II offenses reported to the PHU officers. The fifth report is the Fiscal Year-to-Date PHU Crime and Incident Report that contains the year-to-date totals of the monthly PHU Crime and Incident Reports. The sixth report is the PHA Security Work Order Report. It records all security work orders called into the PHA dispatcher during that month. This report also contains the current fiscal year-to-date totals. The seventh and last report is the Fraud Investigation Report. It tracks referrals received, referrals cleared by investigation and administration, referrals determined unfounded and BCI checks for new employees and applicants.

Fiscal Year Report

The Fiscal Report is the PHA's annual report beginning July 1 and ending on June 30. The Fiscal Report contains the totals of the Monthly Management Report. This report also contains a narrative section that outlines the status of the following:

- The PHU and it's equipment
- PHU activity (arrests and other) for that period which is generated from the Monthly Management Report
- Problems in each of the developments
- Actions taken by the PHU to address/resolve the problems

Calendar Year Report

A Calendar Year Report is submitted to the police department that produces its annual report based on the calendar year (January 1 through December 31). The Calendar Year Report contains the same type of information as the Fiscal Year report except for the calendar year period.

Arrests over the 10-year period remained stable, except for FY 2001 when there was a substantial increase in the number of arrests.

POLICE RESPONSES

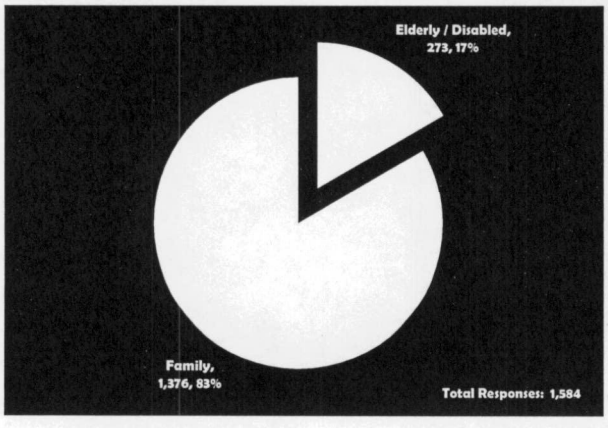
Police responses are the result of phone calls made by PHA residents either to the 911 system, the Providence Police dispatcher or the PHA dispatcher. Residents are instructed to call both the Providence Police and the Public Housing Unit in order to ensure a more timely response to the call.

Table 1. Total Police Responses FY 2004

Development	July 2003	August 2003	September 2003	October 2003	November 2003	December 2003	January 2004	February 2004	March 2004	April 2004	May 2004	June 2004	Total	Percent
Chad/Ad/Sun	26	29	35	30	24	11	29	17	37	42	27	48	**355**	**21.5%**
Hartford Park	50	58	43	43	28	42	26	32	53	57	33	52	**517**	**31.3%**
Manton Heights	20	22	30	17	22	26	30	26	37	31	34	26	**321**	**19.5%**
Roger Williams	3	3	3	7	3	7	12	2	9	0	2	5	**56**	**3.4%**
Codding Court	6	8	8	5	7	8	4	5	9	5	7	16	**88**	**5.3%**
Scattered Sites	3	5	7	5	3	2	1	2	6	3	1	1	**39**	**2.4%**
Subtotal	**108**	**125**	**126**	**107**	**87**	**96**	**102**	**84**	**151**	**138**	**104**	**148**	**1376**	**83.4%**
Dexter Manor I/II	7	8	18	7	6	7	12	14	9	13	4	12	**117**	**7.0%**
Parenti Villa	5	7	5	5	2	9	1	4	8	3	5	6	**60**	**3.7%**
Kilmartin Plaza	5	3	6	1	3	5	5	3	10	1	6	7	**55**	**3.4%**
Dominica Manor	0	0	2	3	1	2	0	1	1	2	0	1	**13**	**0.8%**
Carroll Tower	0	2	4	3	2	1	4	0	4	6	1	1	**28**	**1.7%**
Subtotal	**17**	**20**	**35**	**19**	**14**	**24**	**22**	**22**	**32**	**25**	**16**	**27**	**273**	**16.6%**
Overall Total	**125**	**145**	**161**	**126**	**101**	**120**	**124**	**106**	**183**	**163**	**120**	**175**	**1649**	**100%**

In FY 2004 there were 1,649 police responses for all PHA developments. This represents a 16.5% increase in police responses from FY 2003. Family developments accounted for 1,376 (83.4%) of the police responses in FY 2004 and elderly/disabled developments accounted for 273 (16.6%) of the police responses. The family developments experienced an increase of 18.5% in police responses since last year, while elderly/disabled developments experienced an increase of 6.9% since FY 2004.

Figure 2. Total Police Responses by Development Type FY 2004



Hartford Park had the largest portion of police responses for the family developments accounting for 37.5% (517) of the total police responses at the family developments. Chad Brown/Admiral Terrace had 25.8% (355), Manton Heights had 23.3% (321), Codding Court had 6.4% (88), Roger Williams had 4.2% (56) and scattered-site locations had 2.8% (39) of the total police responses at family developments.

Figure 3. Total Police Responses at Family Developments

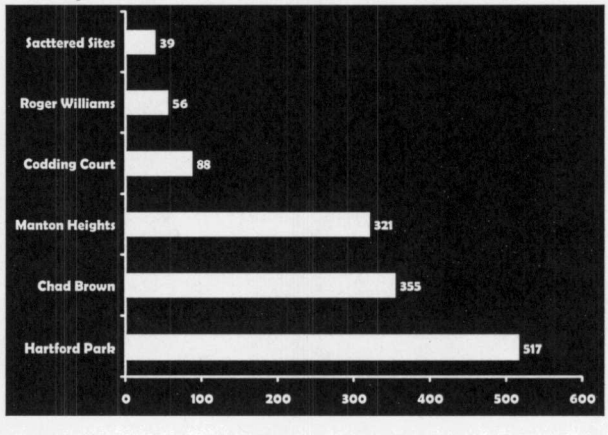
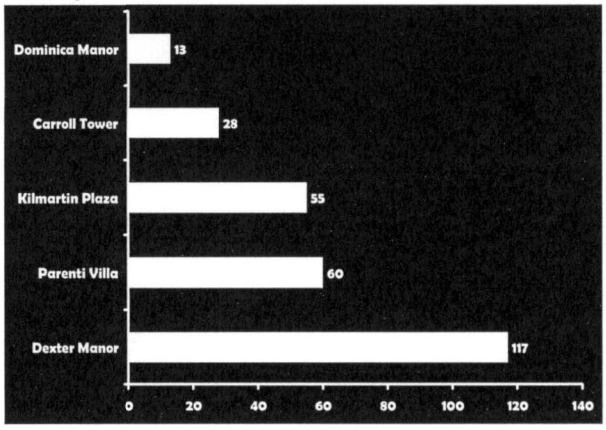


Figure 4. Total Police Responses at Elderly/Disabled Developments



Dexter Manor accounted for 42.8% (117), the largest number of police responses for the elderly/disabled developments. Parenti Villa accounted for 22.0% (60), Kilmartin Plaza accounted for 20.1% (55), Carroll Tower accounted for 10.3% (28) and Dominica Manor accounted for 4.8% (13) of the total police responses at elderly/disabled developments.

PART I ARRESTS

Part I offenses include murder, rape, robbery, breaking & entering, larceny, motor vehicle theft and assault. Part I arrests have decreased by 17.4% since FY 2003. Although there were no arrests made for murder or rape by the PHU, there were two arrests for aggravated assault, one for felony larceny and 16 for motor vehicle theft.

Table 2. Part I Arrests FY 2004

Development	July 2003	August 2003	September 2003	October 2003	November 2003	December 2003	January 2004	February 2004	March 2004	April 2004	May 2004	June 2003	Total	Percent
Hartford Park	2	0	0	0	0	0	1	1	1	0	0	0	5	26.3%
Manton Heights	1	2	1	0	0	1	0	1	2	0	0	0	8	42.1%
Chad/Ad/Sun	1	2	0	1	1	0	0	1	0	0	0	0	6	31.6%
Roger Williams	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Codding Court	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Scattered Sites	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	4	4	1	1	1	1	1	3	3	0	0	0	19	100%
Dexter Manor I/II	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Overall Total	4	4	1	1	1	1	1	3	3	0	0	0	19	100%

There were 19 Part I arrests in the Family developments in FY 2004. Of the total 19 arrests at family developments, Manton Heights reported eight (42.1%), Chad Brown/Admiral Terrace reported six (31.6%) arrests and Hartford Park reported five (26.3%) arrests. There were no Part 1 arrests recorded by the PHU in the elderly/disabled high-rises

Figure 5. Part I Arrests by Development Type FY 2004

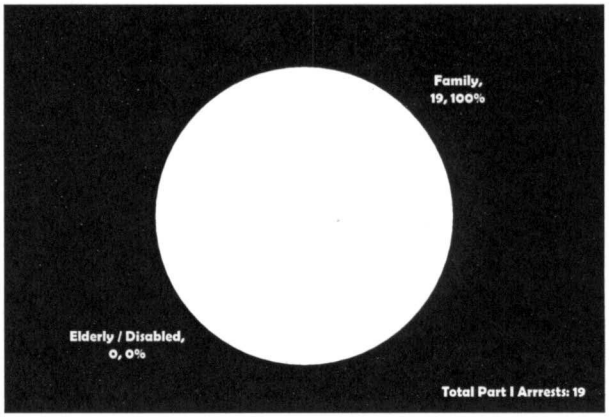


Figure 6. Part I Arrests at Family Developments versus Incidents FY 2004

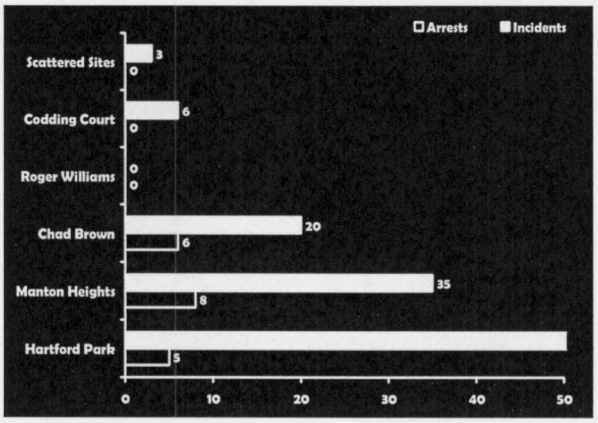
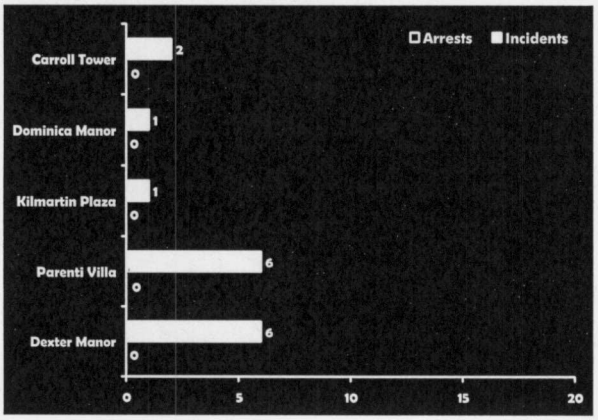


Figure 7. Part I Arrests at Elderly / Disabled Developments versus Incidents FY 2004



PART II ARRESTS

Part II offenses are serious crimes, yet they are not life threatening to a victim. They include simple assault, stolen property, malicious mischief, weapons violations, prostitution/vice, other sex offenses, narcotics, gambling, family & children, DUI, liquor violation, disorderly conduct and other offenses. Overall, Part II arrests increased by 43.7% from FY 2003. Most of the crimes in this category also increased. Malicious mischief increased 37.5%, weapons violations increased 28.6%, disorderly conduct remained the same and other offenses, mostly consisting of warrant arrests and no drivers' license violations, increased 50.8%. Narcotics violations increased 63.8%. Simple assault decreased 25%. The increase in arrests for the Part II offenses is due to the full staffing of the PHU for this fiscal year period with eight patrol officers.

Table 3. Part II Arrests FY 2004

Development	July 2003	August 2003	September 2003	October 2003	November 2003	December 2003	January 2004	February 2004	March 2004	April 2004	May 2004	June 2004	Total	Percent
Hartford Park	19	5	20	8	3	10	23	8	6	0	4	0	**106**	**26.5%**
Manton Heights	8	12	18	13	9	10	4	10	21	5	0	0	**110**	**27.5%**
Chad/Ad/Sun	7	10	17	6	17	13	4	11	12	5	2	6	**110**	**27.5%**
Roger Williams	3	0	2	0	0	4	10	2	0	0	0	1	**22**	**5.5%**
Codding Court	0	0	1	0	3	1	1	5	0	0	0	0	**11**	**3.0%**
Scattered Sites	0	0	2	0	2	0	0	0	1	0	0	0	**5**	**1.5%**
Subtotal	**37**	**27**	**60**	**27**	**34**	**38**	**42**	**36**	**40**	**10**	**6**	**7**	**364**	**91.5%**
Dexter Manor I/II	2	2	4	1	6	1	0	3	0	0	0	0	**19**	**4.5%**
Parenti Villa	0	0	1	0	3	0	0	0	0	1	0	0	**5**	**1.5%**
Kilmartin Plaza	0	0	0	0	4	1	0	0	1	0	3	0	**9**	**2.25%**
Dominica Manor	0	0	0	1	0	0	0	0	0	0	0	0	**1**	**0.25%**
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	**0**	**0%**
Subtotal	**2**	**2**	**5**	**2**	**13**	**2**	**0**	**3**	**1**	**1**	**3**	**0**	**34**	**8.5%**
Overall Total	**39**	**29**	**65**	**29**	**47**	**40**	**42**	**39**	**41**	**11**	**9**	**7**	**398**	**100%**

Figure 8. Part II Arrests by Development Type FY 2004

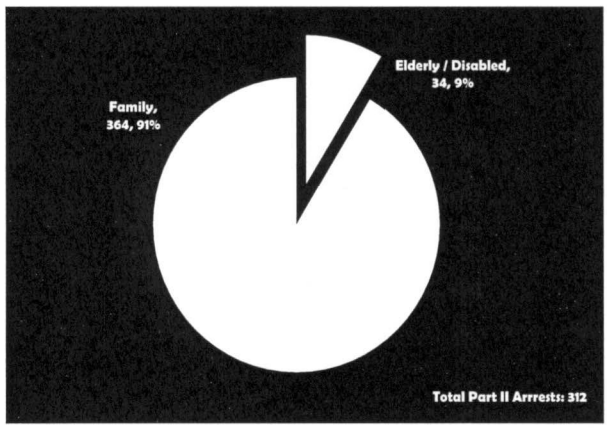
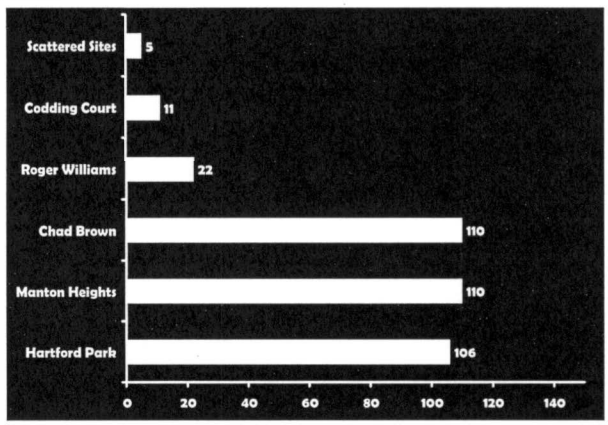
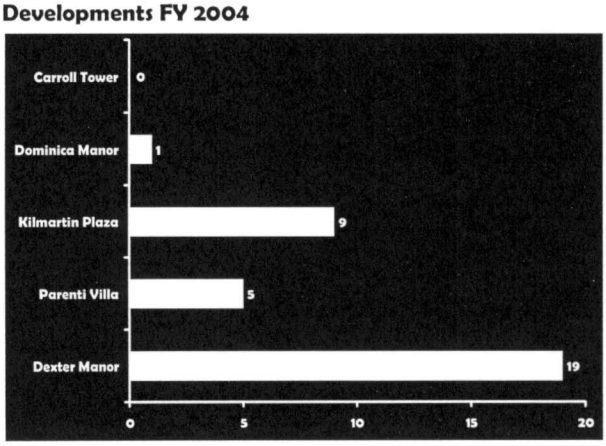


Figure 9. Part II Arrests at Family Developments FY 2004



In FY 2004 the number of Part II arrests in the Family Developments increased 48.0%. There were a total of 364 Part II arrests that accounted for 91.4% of the total Part II arrests in FY 2004 at the family developments. Chad Brown and Manton had the highest number of Part II arrests for FY 2004 with 110 (30.2%) arrests each. Hartford Park had 106 (29.1%) Part II arrests, Roger Williams had 22 (6.0%) arrests and Codding Court had 11 (3.0%) arrests, There were 5 (1.3%) Part II Arrests at Scattered Sites for FY 2004.

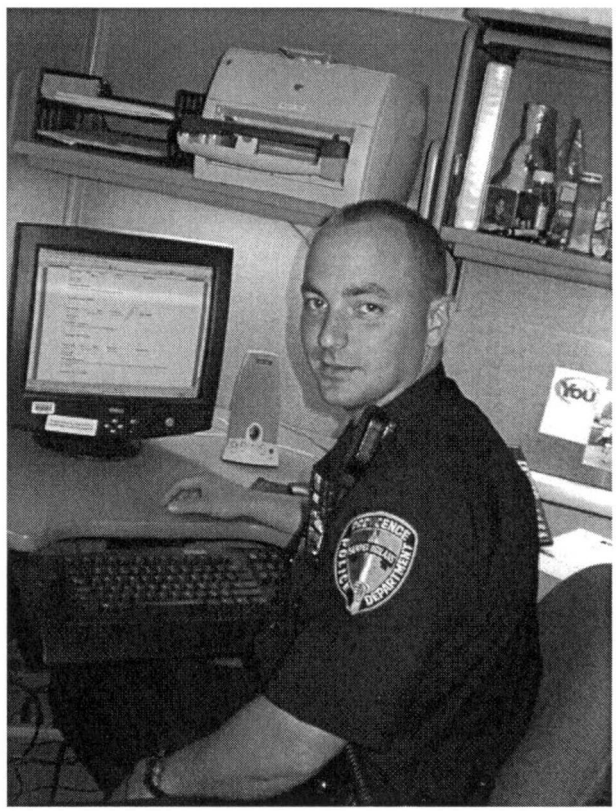
Figure 10. Part II Arrests at Elderly / Disabled Developments FY 2004



In FY 2004 the number of Part II arrests decreased in Elderly/Disabled Developments by 2.8% from FY 2003. There were a total of 34 Part II arrests in the Elderly/Disabled developments this past year. Of the elderly / disabled developments, Dexter Manor had the most Part II arrests with 19 (55.8%) arrests. Kilmartin had nine (26.5%) arrests. Parenti Villa had five (14.7%) arrests and Dominica Manor had one (2.9%) arrest. Carroll Tower recorded no arrests for FY-2004. Warrant arrests, disorderly conduct, malicious mischief and simple assault arrests were the most common offenses.

NARCOTICS ARRESTS

From FY 2003 to FY 2004, there was an increase of drug related incidences in the family developments. This resulted in an overall 63.8% increase of narcotics arrests for the fiscal year. Hartford Park recorded 14 arrests resulting in a 42.8% increase, Chad Brown recorded 23 arrests resulting in an 82.6% increase, Manton recorded five arrests resulting in a 60% increase and Roger Williams only recorded one arrest, the same as FY 2003. Codding Court recorded two narcotics arrest where one was reported last year and Scattered Sites recorded two narcotic arrests where none was reported last year. The high-rises recorded no arrests for narcotics this year.



A PHU officer researching the Security Operations crime database

Table 4. Narcotics Arrests FY 2004

Development	July 2003	August 2003	September 2003	October 2003	November 2003	December 2003	January 2004	February 2004	March 2004	April 2004	May 2004	June 2004	Total	Percent
Chad/Ad/Sun	3	2	1	0	3	3	0	2	4	3	1	1	23	48.9%
Hartford Park	0	0	1	1	0	2	9	0	0	0	1	0	14	29.8%
Manton Heights	1	0	0	1	1	0	1	1	0	0	0	0	5	10.6%
Roger Williams	0	0	0	0	0	0	1	0	0	0	0	0	1	2.1%
Codding Court	0	0	0	0	0	0	0	2	0	0	0	0	2	4.3%
Scattered Sites	0	0	1	0	0	0	0	0	1	0	0	0	2	4.3%
Subtotal	4	2	3	2	4	5	11	5	5	3	2	1	47	100%
Dexter Manor I/II	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Parenti Villa	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Kilmartin Plaza	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Carroll Tower	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Overall Total	4	2	3	2	4	5	11	5	5	3	2	1	47	100%

Figure 11. Narcotics by Development Type FY 2004

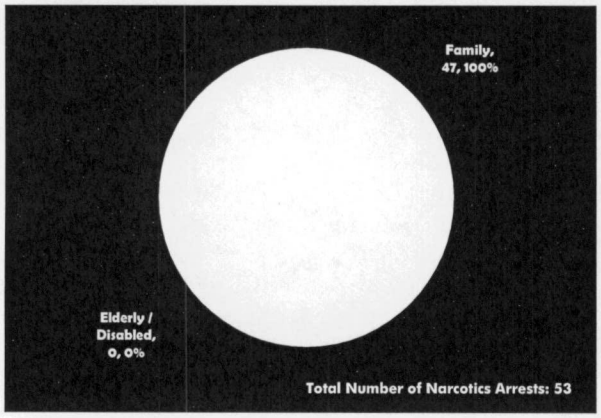


Figure 12. Narcotics at Family Developments FY 2004

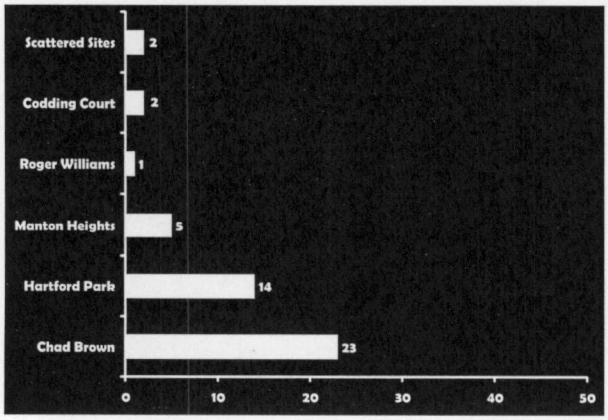
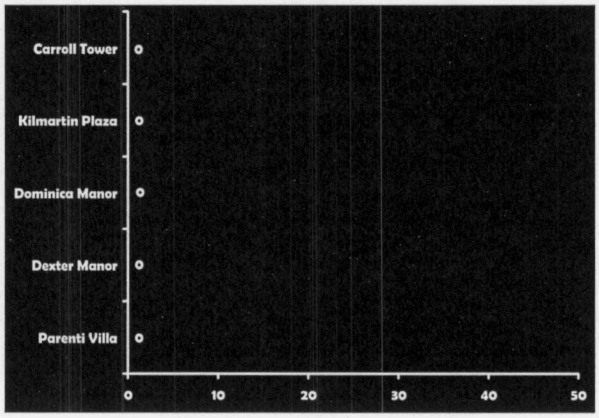


Figure 13. Narcotics at Elderly / Disabled Developments FY 2004



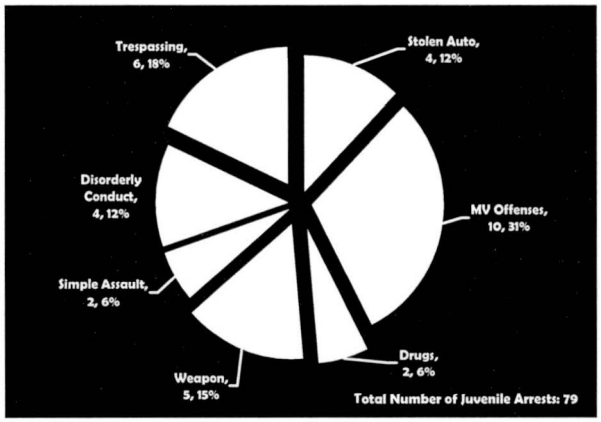
JUVENILE ACTIVITY

The following information illustrates juvenile criminal arrests. The data was sorted from the overall database and organized into a separate section showing the juvenile criminal activity. The number of juveniles involved in criminal activity is an important issue for the security of the developments. Of the 19 Part I arrests for FY 2004, four of the offenses were committed by juveniles, which is 21% of the total Part I arrests for this year. Juveniles accounted for 35 Part II Offenses, which is 9.2% of the Part II total.

Twenty-seven juveniles were arrested for 39 criminal offenses in FY 2004. 52% percent or 14 of the

juvenile arrestees were non-residents, while 48% or 13 of the arrestees were residents. The most serious offenses that juveniles committed was Motor Vehicle Theft (four).

Figure 14. Juvenile Arrests by Type of Offense FY 2004



Note: The category "Other" includes Warrant and No License Arrests.

There were two juveniles arrested for narcotics offenses in FY 2004. Of the Part II type offenses, Motor vehicle offenses (10) and Trespassing (6) resulted in the most arrests. There were also five weapon related arrests, four disorderly conduct, two simple assault, two failure to move, two public drinking, one resisting arrest and one obstructing arrest. Of the 27 juveniles apprehended 20 (74%) were male while seven (26%) were female.

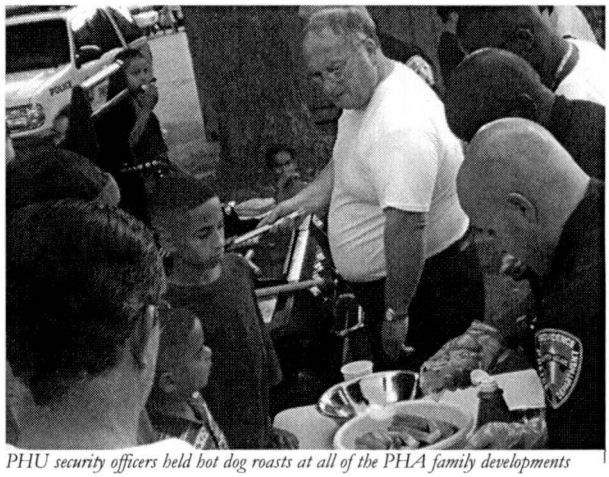
A time study was completed for the juvenile arrest activity. All of the juveniles were taken in between the hours of 0945 hrs and 2345 hrs, the normal times that PHU officers are on duty.

Juvenile arrest activity decreased 15.6% from the FY-2003 total of 32 Juveniles apprehended. The primary reason for this decrease is due to the increased staffing of the PHU for this time period which resulted in increased police visibility and also the PHA youth programs that encourage resident youth to not participate in criminal activity.

COMMUNITY RELATIONS

Over a period spanning three decades, the officers assigned to the PHU have established a trusting relationship with the residents of the public housing developments. The officers are quick to address the law enforcement concerns of the residents; however, it is not uncommon for the officers to be asked for their advice by residents for non-law enforcement related problems or concerns. This trusting relationship extends from the youngest residents of public housing to the oldest.

For FY 2004 the PHU continued with the annual hot-dog roasts in Chad Brown, Hartford Park, Manton Heights, Roger Williams and Codding Court/Wiggin Village. A total of 3,440 hot-dogs were prepared and served by the officers at these events. These hot-dog roasts allow the officers to interact in a relaxed setting with the residents of the developments, with emphasis on the resident youth. The PHU also sponsored a hot-dog roast in Lockwood Plaza where an additional 400 hot-dogs were prepared and served.



PHU security officers held hot dog roasts at all of the PHA family developments

The officers of the PHU, using their personal funds, donated 50 turkey baskets for Thanksgiving to the most needy residents of the developments. In addition, the officers secured 200 toys from various sources for distribution to resident youth at Christmas time.

Contact and interaction with resident youth is conducted on a daily basis. It is not uncommon for the officers to stop and "chat" with the resident youth and this goes a long way in maintaining the trusting relationship between the "cops and the kids". These informal "chats", unlike the formalized meetings with a group of youths, impress on the youths that the officers stop and talk to them because they want to not because they have to.

The PHU and PHA Security personnel participated in the annual PHA Career Day in which several resident youth were assigned to the PHU/Security Office and were given some insight in a career in the law enforcement and security field.

The PHU is Community Policing orientated and knows well that a good relationship between the community and the police can impact on the amount of criminal activity that takes place in a community. The PHU has proven that by addressing the law enforcement concerns of a community, interacting with the

residents- especially the youth, and placing trust in each other can show positive results. In fact, one of the current PHU officers grew up in public housing and has distinguished himself as a police officer. Additionally, several security staff, some of whom hold key positions in security, were or are still residents of public housing.

SECURITY WORK ORDER AND DISPERSAL REPORT

Security Work Orders

In the past years the security work order system tracked work orders classified as security on the PHA's mainframe computer at the central security/maintenance dispatcher's office located at 335 Hartford Avenue. This system was originally created to track maintenance work orders but was expanded in October 1988 to accommodate the need for tracking security work orders. As of March of 2002, the security monitors have the responsibility of compiling security work order information. This system is in operation 24 hours a day. There are four codes of security work orders:

1. Code #1 - Fire/Rescue
2. Code #2 – Building
3. Code #3 – Criminal
4. Code #4 – Civil

There were a total of 1,357 security work orders for FY 2004, a decrease of 14.4% from the FY 2003 total of 1,586. A Code #1 is recorded only if a fire/rescue vehicle responds to an emergency or medical situation and the resident is transported from the development. There were 230 Code #1 work orders in the family developments and 306 in the elderly/disabled developments for a total of 536 Code #1 work orders. There were 51 Code #2 work orders for the family developments and 96 for the elderly disabled developments for a total of 147 Code #2 work orders. Code #2 work orders are building or grounds security violations such as open exit or emergency doors, especially incidents captured on the PHA security camera and alarm system. A Code #3 work order requires the presence of a uniformed police officer and is usually of a serious nature including criminal acts such as assault, breaking and entering, and larceny. There were a total of 324 Code #3 work orders in the family developments for FY 2004 and 103 in the elderly/disabled developments for a total of 427 Code #3 work orders. Code #4 work orders are recorded when a civil situation occurs such as a resident complaint or disturbance. There were 68 Code #4 work orders in the family developments and 179 at the elderly/disabled developments for a total of 247.

Table 5. Total Security Work Orders FY 2004

Development	Code #1 (Fire/Rescue)	Code #2 (Building)	Code #3 (Criminal)	Code #4 (Civil)	Total Security Work Orders	Percent
Hartford Park	120	32	120	56	328	24%
Manton Heights	39	8	102	3	152	11%
Chad/Ad	50	6	87	5	148	11%
Roger Williams	2	4	3	0	9	.5%
Codding Court	15	0	9	1	25	2%
Scattered Sites	4	1	3	3	11	1%
Subtotal	**230**	**51**	**324**	**68**	**673**	**49.5%**
Dexter Manor I&II	108	29	48	85	270	20%
Parenti Villa	65	16	20	39	140	10.5%
Kilmartin Plaza	14	4	10	21	49	3.5%
Dominica Manor	46	6	10	11	73	5.5%
Carrol Tower	73	41	15	23	152	11%
Subtotal	**306**	**96**	**103**	**179**	**684**	**50.5%**
Total	**536**	**147**	**427**	**247**	**1,357**	**100%**

In a breakdown of all the developments, the family developments accounted for a total of 673 security work orders. Of this total, Hartford Park had 48.7%, Chad Brown had 22%, Manton Heights had 22.6%, Codding Court had 3.7% percent and Roger Williams had 1.3%. In addition Scattered Sites had 1.6%. Hartford Park had the most criminal work orders (Code #3) with 120 (37%) of the total at family developments and 52.2% of the total family fire/rescue work orders (Code #1).

Of the 684 security work orders at the elderly/disabled developments, 39.5% were from Dexter Manor. Parenti Villa had 20.5% of the total, Kilmartin Plaza had 7.1%, Carroll Tower had 22.2% and Dominica Manor had 10.6% of the total elderly/disabled work orders. Elderly/Disabled developments had 57% of the total number of Code #1 work orders. The figures are reasonable considering the elderly and disabled individuals, who need frequent medical attention.

Code #3 Work Orders: Criminal

There were a total of 427 criminal work orders in FY 2004. Of the 427 work orders, 75.8% were from the family developments and 24.2% originated were from the elderly/disabled developments. Thirty-one percent of the security work orders were from Code #3 work orders, while 48.1% of the total number of security work orders generated from family development were criminal work orders. Fifteen percent of the elderly/disabled security work orders came from Code #3 work orders.

Figure 15. Code #3 Work Orders by Development Type FY 2004

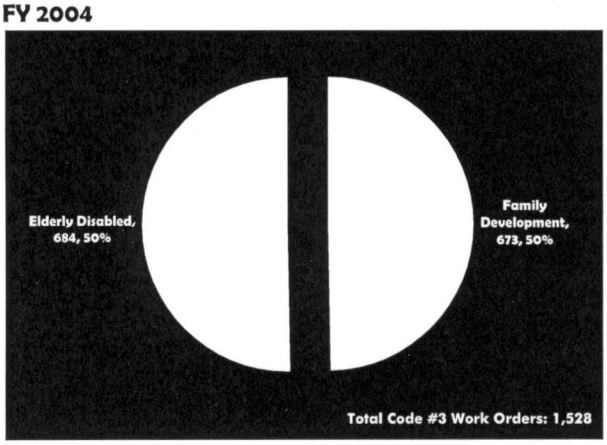


Figure 16. Code #3 Work Orders at Family Developments FY 2004

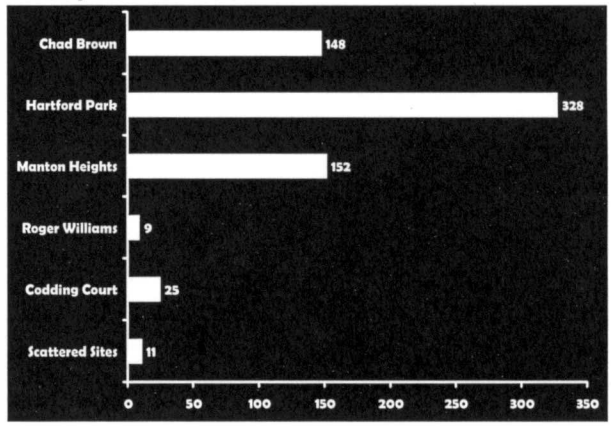
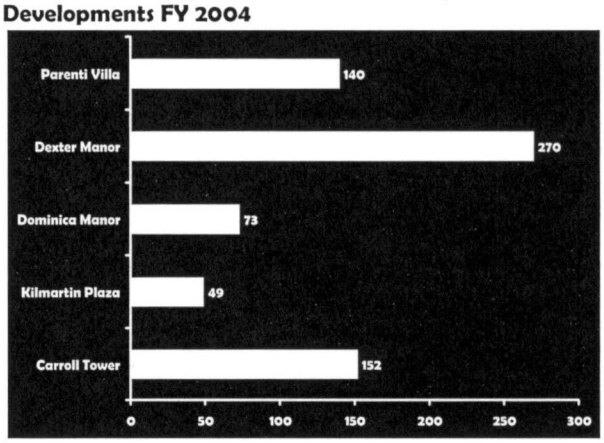


Figure 17. Code #3 Work Orders at Elderly / Disabled Developments FY 2004



Dispersals

Dispersals are performed as an effort to discourage loiterers from carrying out criminal activity. During dispersals, a patrol car pulls up to a crowded street corner and an officer carries out an order to disperse a suspicious group of people loitering on the corner. Potential criminal activities are avoided this way. In FY 2004 there were a total of 565 dispersals in the PHA development resulting in a increase of 38.7% over the 346 total for FY 2003.

Table 6. Dispersals FY 2004

Development	July 2003	August 2003	September 2003	October 2003	November 2003	December 2003	January 2004	February 2004	March 2004	April 2004	May 2004	June 2004	Total	Percent
Hartford Park	3	12	5	3	8	2	12	3	5	4	12	7	**76**	**13.5%**
Manton Heights	8	15	11	4	6	2	2	2	6	2	5	10	**73**	**13%**
Chad/Ad/Sun	25	22	16	25	16	20	14	28	39	39	44	27	**315**	**56%**
Roger Williams	1	2	3	10	3	10	9	0	0	0	1	1	**40**	**7%**
Codding Court	2	0	1	1	2	0	0	0	0	1	0	0	**7**	**1%**
Scattered Sites	1	6	4	6	2	0	0	1	1	0	0	1	**22**	**4%**
Subtotal	**40**	**57**	**40**	**49**	**37**	**34**	**37**	**34**	**51**	**46**	**62**	**46**	**533**	**94.5%**
Dexter Manor I/II	0	1	2	0	1	1	2	3	1	4	0	4	**19**	**3.5%**
Parenti Villa	0	0	0	0	0	1	0	2	1	0	0	0	**4**	**.5%**
Kilmartin Plaza	0	0	0	0	1	2	1	1	0	0	1	0	**6**	**1%**
Dominica Manor	0	0	0	0	0	0	0	0	0	0	0	0	**0**	**0%**
Carroll Tower	0	0	0	0	0	0	1	0	1	0	1	0	**3**	**.5%**
Subtotal	**0**	**1**	**2**	**0**	**2**	**4**	**4**	**6**	**3**	**4**	**2**	**4**	**32**	**5.5%**
Overall Total	**40**	**58**	**42**	**49**	**39**	**38**	**41**	**40**	**54**	**50**	**64**	**50**	**565**	**100%**

Figure 18. Dispersals by Development Type FY 2004

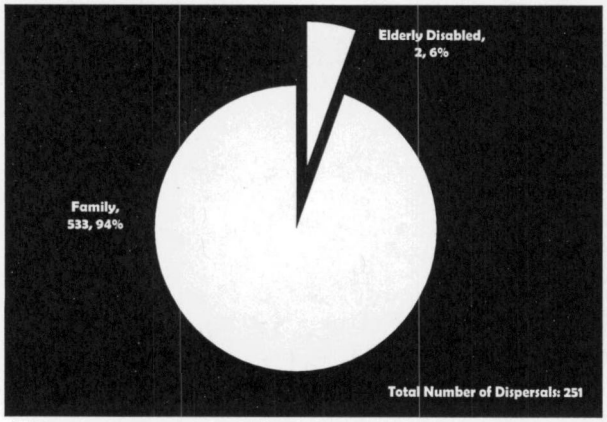
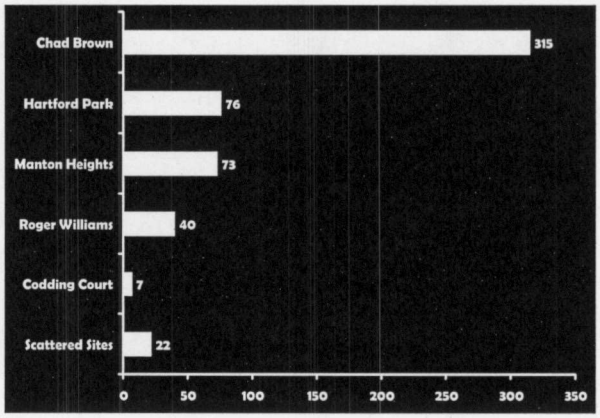


Figure 19. Dispersals at Family Developments FY 2004

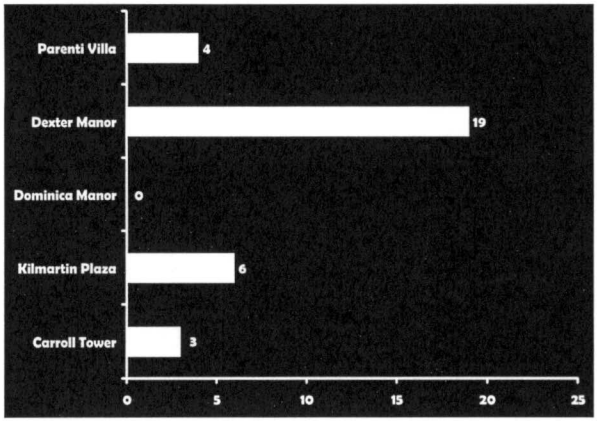


The most number of dispersals took place in May (64) than of any months in FY 2004, while December (38) had the fewest number of dispersals for the fiscal year.

Of 565 dispersals, 533 (994.5%) took place in the family developments. Chad Brown had 315 (56%) of the total number of dispersals, followed by Hartford, which accounted for 76 (13.5%), Manton Heights, which accounted for 73 (13%), Codding Court, which accounted for seven (1%) and Roger Williams, which accounted for 40 (7%). Scattered Sites recorded 22 (4%) dispersals.

The elderly/disabled developments accounted for 32 (5.5%) of the total number of dispersals. Dexter Manor had 19 (3.5%), Kilmartin had six (1%), Parenti Villa had four (0.5%), Carroll Tower had three (0.5%) and Dominica Manor recorded no dispersals.

Figure 20. Dispersals at Elderly/Disabled Developments FY 2004



SUMMARY OF CRIME/SECURITY DATA FY 1995 – FY 2004

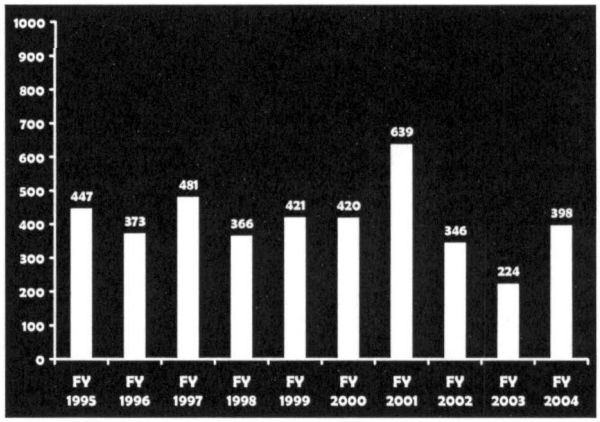
Table 7. Public Housing Unit Arrest and Activity Report FY 1995 – FY 2005

Year	Arrests	Radio Calls	Dispersals	Narcotic Arrests
FY 1995	447	934	1,135	88
FY 1996	373	1,138	656	43
FY 1997	481	1,070	321	125
FY 1998	366	1,872	557	90
FY 1999	421	1,304	345	81
FY 2000	420	1,430	303	91
FY 2001	639	1,699	425	70
FY 2002	346	1,584	251	53
FY 2003	224	1,373	346	17
FY 2004	398	1,649	565	47
Totals	**4,115**	**14,053**	**4,904**	**705**

Analysis of Arrests FY 1995 – FY 2004

Over the 10-year period, the PHU made 4,115 arrests. Arrests over the 10-year period remained stable, except for FY 2001 when there was a substantial increase in the number of arrests. 2004 had an increase in the arrest total compared to FY 2003, this primarily due to the increase in the staffing of the PHU for this period. The 10-year average for arrests was 411 with five years greater than the average and five years less than the average. The high year was FY 2002 with 639 and the low year was FY 2003 with 224 arrests.

Figure 21. Arrests FY 1995 – FY 2004

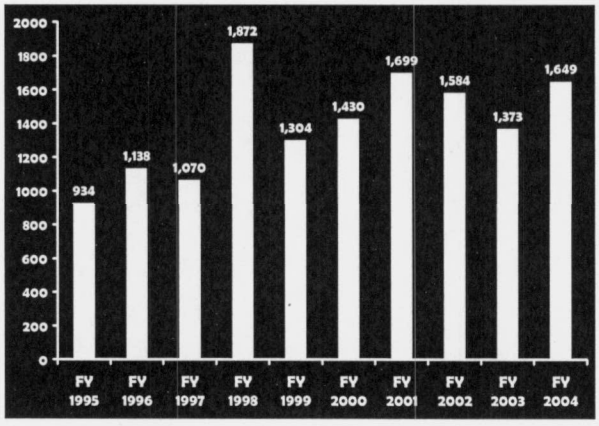


Analysis of Radio Calls FY 1995 - FY 2004

Radio call increases or decreases were mostly influenced by the occupancy rate of the PHA developments and the manpower situation of the PHU. When the PHA developments were at full occupancy the radio call rate increased and also from FY-1995 to the present the residents were encouraged to call the police to report any suspicious activity. In addition all new residents attending the PHA living skills presentation are introduced to a PHU officer and are also encouraged to call the police to report crime or suspicious activity. The manpower available to the PHU is another determining factor that influences the radio call rate. When the PHU is staffed by the authorized compliment of six patrol officers or more the radio call rate increased due to a PHU officer being available to respond to the PHA development calls. When the PHU staff is reduced the officers are less available and the radio calls for the PHA developments are dispatched by the PPD to the regular police district cars. These calls were not tracked by the PHA from 1995 to 2002. In 2003 the PHA Security Monitors were given the task of recording all radio calls not responded to by the PHU officers. The monitors track the calls by monitoring a police/fire scanner located at their work-station and by reviewing the police department GUI. These "other" police and fire responses are listed in the security work order section.

Over the 10-year period, the PHU responded to 14,053 radio calls for assistance. Radio calls fluctuated throughout the 10-year period from a high of 1,872 in 1998 to a low of 934 in 1995. The 10-year average was 1,405 with five years with calls more than the average and five years below the average.

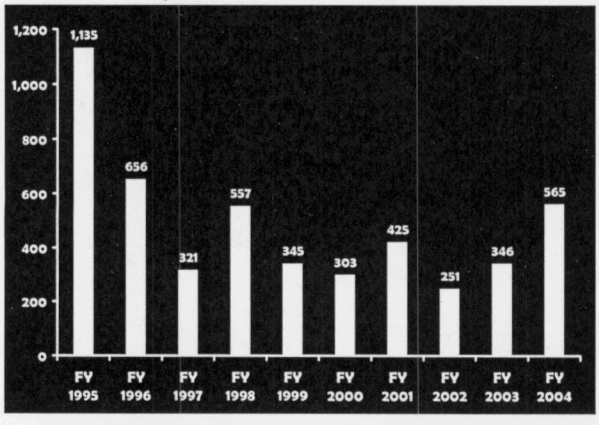
Figure 22. Radio Calls FY 1995 - FY 2004



Analysis of Dispersals FY 1995 – FY 2004

Over the ten-year period, the PHU conducted 4,904 dispersals at PHA properties. The annual average was 490 with four years above the average and six years below the average. The year with the greatest number of dispersals was FY 1995 with 1,135 and the low year was FY 2002 with 251.

Figure 23. Dispersals FY 1995 – FY 2004



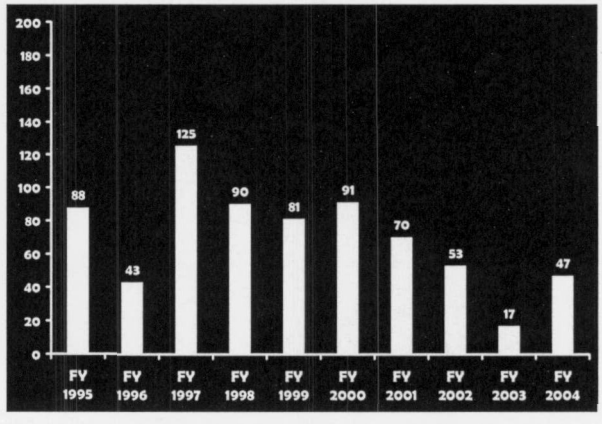
Analysis of Narcotic Arrests FY 1995 – FY 2004

For the past 10 years, the PHU has focused, as much as practicable, on the problem of the sale and use of drugs in the developments and the crimes associated with the drug problem. It is known that the drug problem has been a major contributor to the overall crime rate in public housing.

The increase in narcotics arrests were primarily a result of the narcotics investigators assigned to the PHU and the "Zero Tolerance" operations which mostly focused on the drug problem. The decreases in narcotics arrests are primarily attributed to the result of the "Zero Tolerance" operations, which tended to "quiet down" a targeted hot spot for a period of time and naturally the staffing of the PHU. In addition the efforts over the years of the PHU has hampered and reduced street level drug operations. The drug transactions are not as open as in the past and this makes detection and arrest more difficult. Street level drug dealing can be addressed by uniformed officers, such as the PHU officers however when the drug transactions are conducted indoors and out of view of the uniformed officers this becomes a problem that can only be investigated and addressed by the Narcotics Division officers. For FY 2004 there were no narcotic officers assigned to the PHU.

Over the ten-year period, the PHU made 705 narcotics arrests at PHA developments. The ten-year average was 70 with a high of 125 in 1997 and a low of 17 in FY 2003. The lack of staffing of the PHU can be mostly attributed to this drastic reduction on narcotics arrests. In effect the staffing situation placed the PHU in more of a responsive mode of operation as opposed to their customary responsive and investigative mode of operation. For FY 2004 the staffing level was increased to eight officers and the narcotics arrest rate climbed to 47 as opposed to the 17 recorded in FY 2003. Also the PHU was back to the normal responsive and investigative mode of operation.

Figure 24. Narcotic Arrests FY 1995 – FY 2004



As the ten-year comparisons indicate, the reduction in the staffing level of the PHU for FY 2003 seriously hampered the effectiveness of the PHU in addressing the problem of crime in the PHA developments. In June of 2003 the police department, under the command of Colonel Dean Esserman, instituted a redistricting plan for the city. This plan divided the city into nine separate police districts as opposed to the previous four districts. Each district is under the immediate command of a police lieutenant. The PHA family developments are located in four of the nine

districts. The police department has assigned two officers to each of the four districts, which include PHA family developments with the specific duty of addressing the policing needs in those developments. As of this writing this plan is still being modified as problems are identified. On the up side the PHU now have eight officers assigned to patrol the PHA family developments as opposed to the four officers available for most of FY 2003. If this staffing level remains in effect it is predicted that for FY 2005 all of the PHU activity will continue to increase dramatically.



Department ofResident Services senior staff outside of the New Hartford Park Community Center

Department of Resident Services

A positive development in FY 2004 in the Department of Resident Services would have to be our growing credibility with a range of funders. Although we relied more on the PHA operating budget this past year than is normal, we continue to address our residents' non-housing needs principally through other sources. This past year, more than 20 separate funding sources contributed to our social service operation and each brings its own priorities, reporting requirements, standards for measuring success. Funders, more than ever, are looking for the kind of record keeping and performance measurement we are generally able to deliver. Our ability to show specific service outcomes bodes well in our ongoing effort to compete in an ever more challenging funding environment.

FY 2004 also proved to be an unsettling year in several respects. First, when we learned that plans for relocation of our department to a newly constructed facility at Hartford Park were underway, we scrambled to consider both how to inform the design of the new space to accommodate as yet unforeseen program priorities and to contend with the reality of having to consolidate services in order to staff the new community center.

As the new facility at 50 Laurel Hill Avenue nears completion, we are confident that the best projections for longer term family service needs are accommodated. The new facility includes:

- An airy atrium/food court with seating for 78
- A full sized kitchen, suitable for instruction
- Two adult education classrooms
- A youth program game room
- Two computer labs
- A weight room
- A dance studio
- A Family Self Sufficiency Program suite
- Administrative office and meeting space

DIRECTOR'S OVERVIEW

Breakdown of Department Staffing

The most noteworthy trend in Resident Services has to be the growing dichotomy between the needs of our residents and resources available to address them. Traditionally, too, we have tended toward defining this Department's function as "non-housing"; however, more and more we realize that, for many, settling into stable and affordable housing creates a personal and family environment which allows other interventions to succeed. Conversely, the relationship-driven support of Resident Services staff is frequently what allows our increasingly challenging pool of housing applicants to achieve successful tenancy.

Sample indicators of growing need:

IN THE SUPPORTIVE SERVICES DIVISION...

Of the 194 new leases executed in our seven highrises, 48 (25%) involved tenants with no income. Just 8% of current highrise residents have no income of any kind. Anecdotally, we hear of people selling their foodstamps to cover the $25 monthly minimum rent.

IN THE EDUCATION AND TRAINING DIVISION...

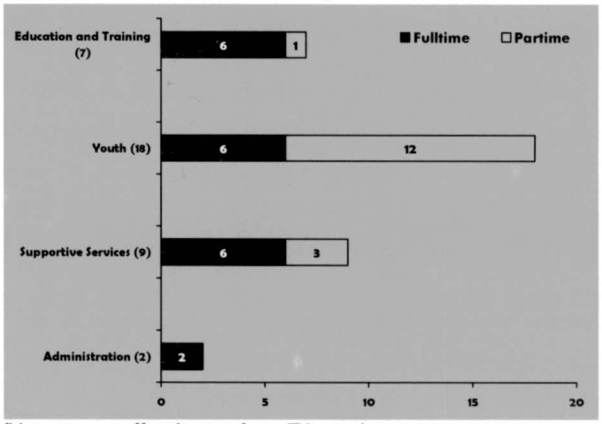
Just 11% of students in our adult education program pre-test at the secondary (9th grade or higher) reading level. Fewer are able to pass the GED exams after just one year of instruction.

IN THE YOUTH PROGRAM DIVISION...

Loss of grant funding, specifically HUD's Public Housing Drug Elimination Program, forced to reduce the number of youth served by 40%.

Also in 2004, the Department lost a key, and highly regarded, staff member. Education and Training Manager Therese Strik died unexpectedly, at age 42, in February. Staff of the Division is to be applauded for upholding the high standards she set despite spending a good part of the year without strong program guidance.

Figure 1: Breakdown of Staffing



(Note: 32% staff reduction from FY 2003)

Table 1. Unduplicated Count of Residents Served

Program	Unduplicated Residents Served FY 2004	Division Expenditures and Number of Funding Sources
EDUCATION/TRAINING	**587**	**$429,322.11 (6)**
FSS	228	
GED and ESL	321	
Other Adult Ed/Train	38	
YOUTH TOTAL	**321**	**$569,916.81 (10)**
After School and Summer Programs	321	
SUPPORT SERVICES	**1593**	**$404,576.72 (4)**
PCL Classes	306	
Housekeeping	80	
General Social Service / RSC contacts	1053	
Health Programs	154	
Department Total	**2,389**	**$1,403,815.64 (20)**

Note: 10% increase in total number of residents served over 2003.

Fundraising

During FY 2004, the department submitted 21 applications for grant funding, soliciting $2,210,295.48 in support. A total of $644,744.48 was secured and $839,000 in potential awards is pending.

The search for funds to support Youth Programs Division staff and services remains a fundraising priority. A major application submitted to the Rhode Island Department of Mental Health, Retardation and Hospitals (MHRH) for a State Incentive Grant (SIG) to initiate a Substance Abuse Prevention Program for Youth (SAPPY) was selected for funding and we received a renewal of HUD Neighborhood Network funding to the computer education component of the youth program.

The PHA was ineligible for a HUD ROSS RSDM grant to support elderly/disabled services and, as anticipated, ROSS Service Coordinator Program grant funding was not included in the HUD SuperNOFA this year. As of this report, there is pro-rated operating subsidy support to replace some of the RSC grant funds.

The Supportive Services Division received renewed funding from both the March of Dimes, to support prenatal health outreach services, and the Rhode Island Department of Health (DOH) for continuation of our minority health promotion program, Health PHASE. An application to The Rhode Island Foundation for a Basic Human Needs Emergency Fund grant to provide taxi vouchers was also successful.

Table 2. Fundraising Activity FY 2004

Funding Source	Program/Activity	Amount Requested	Amount Awarded
American Express Economic Independence Fund	Money Smart	$135,870	$0
Coalition for World No Tobacco Day	Smoking Prevention	$2,000	$0
Four-H Youth In Action	Youth Service Council	$2,000	$0
March of Dimes	Pre-natal Health Education	$14,989	$14,989
Rhode Island Department of Education (RIDE)	21st Century Community Learning Center – Hartford Park	$258,562	$0
RIDE	Adult Education	$48,038	$48,038
RIDE	EL/CIVICS	$5,717	$5,717
Rhode Island Department of Elderly Affairs (DEA)	Health Promotion and Disease Prevention	$10,000	$0
Rhode Island Department of Health (DOH)	Health PHASE	$30,000	$30,000
DOH	RI Tobacco Control	$1,000	$1,000
Rhode Island Foundation	Basic Human Needs Emergency Grant Fund	$5,000	$5,000
Rhode Island Foundation	The Women's Fund – Civics for Girls	$15,052	$0
U.S. Department of Health and Human Services (HHS)/ Bureau of Primary Care	Public Housing Primary Care/New Access Point	$100,000	$0
HHS/Substance Abuse and Mental Health Services Administration (SAMHSA)	State Incentive Grant (SIG)/Substance Abuse Prevention Program for Youth (SAPPY)	$98,067	$90,000
U.S. Department of Housing and Urban Development (HUD)	ROSS Neighborhood Networks 2003	$100,000	$100,000
HUD	Public Housing Neighborhood Networks 2004	$300,000	Pending
HUD/Resident Opportunity for Self-Sufficiency (ROSS)	RSDM-Family 2003	$350,000	$350,000
HUD/ROSS	RSDM-Family 2004	$350,000	Pending
HUD	Section 8 FSS 2004	$63,000	Pending
HUD/ROSS	FSS Coordinators 2004	$126,000	Pending
Sovereign Bank	After-school Youth Program	$20,000	$0
Total		**$2,035,29548**	**$644,744.48**

Staff Development

Table 3. Staff Development FY 2004

Type or Title of Training	Trainer	# Trained	# of Hours
"Train the Trainers" Fire Prevention	DES; NFPA DHA	1	3.5
AS400/FSS Program	DPS Solutions	1	3
Blooming into the Future	AARP; Brown University	1	5
Business Ethics for Changing World	HTVN	1	2.5
Business Writing Skills	HTVN	1	6
CASAS Implementation	RIC	8	48.5
Changes in Medicare and Prescription Drugs	AARP	7	14
Client Services for the Housing Industry	HTVN	1	3
Dealing With Difficult Employees	HTVN	2	3
Dual Diagnosis	U Conn.	1	7
Effective Job Development in Health Care	DLT	1	10
Employee Information Day	PHA	16	48
Environmental Scan	PHA	3	21
Family Self Sufficiency	Nan McKay	4	96
Financial Literacy Education Conference	Providence Asset Building Coalition	1	7
First Aid/CPR	American Safety Programs	15	105
Food Stamp Regulations	DHS	1	4
Communications Strategies for Non Profits	URI	1	45
Grantsmanship Training	DOH	1	43
Integrating a Youth Development Perspective into Work with Adolescents	Boston University	2	12
Low Income Adults and Higher Education	RIOHE; RIDE; HRIC, RIEOA	2	4
Marketing, PR and Sales of Educational Programs	Workforce Literacy Collaborative Development	1	7
National Endowment for Humanities Grant Workshops	RIC/Langevin	1	4
New England RSC Conference	New England RSCs	4	92
RI State Educators Conference	RI Literacy Volunteers of America	4	28
RIAFSA 2004 Annual Conference	RI Association of Facilities and Services for the Aging	5	35
Strategic Planning	PHA	4	26
Substance Abuse and the Family	RSC Development Team	3	9
Supporting Career Advancement	NERCEP for Community Rehab Personnel	4	28
Team Building/Playground Safety	PHA	15	180
VITA Site Administration	IRS	2	12
VITA Volunteer Training	IRS	4	75
Women's Cancer Screening Program	RIDOH	1	3
Total		**119***	**989.5**

EDUCATION AND TRAINING DIVISION



Education & Training volunteers at a golf tournament for a scholarship fundraiser

The Education and Training Division exists to provide opportunities for adult residents of public housing and Section 8 to develop the skills to advance economically and personally. Programs are offered at our Employment Support Center on Academy Avenue, a facility we will be vacating in the Fall of 2004 to relocate to the new facility on Laurel Hill Avenue.

Table 5: Summary of Utilization of Adult Education and Training Programs

Course	Number of Students	Total Hours
ESL	65	8,386
GED	60	7,194
Intro to Computers	21	154
Office Skills	11	484
Total	**157**	**16,218**

Table 6 Education and Training Division Program Demographics

Program	Caucasian	African American	Hispanic	Native American	Asian
FSS	3%	19%	74%	3%	1%
ESL	0%	0%	100%	0%	0%
GED	6%	20%	66%	7%	1%

Family Self Sufficiency (FSS) Program

As of June 30, 2004 there are 150 residents enrolled, consisting of 128 public housing and 22 Section 8 residents. Program participants work closely with their FSS case managers to develop five-year plans for moving to work and increasing their earned income. Perhaps one of the most attractive features of Family Self-Sufficiency is the escrow savings account. When a working participant's rent increases as the result of an increase in earned income, a percentage of that increase is set aside in an interest-bearing account. The PHA releases the funds to the client upon successful completion of his/her contract goals. Of the 150 FSS participants, over four-fifths (87%) have established escrow accounts with the average monthly credit being approximately $130. As the summary below indicates, the sum of all balances at the end of FY 2004 is over $339,000.

Table 7. Summary of FSS Escrow Accounts

Escrow Account Indicator	
Total participants with Escrow	131
Average monthly credit in June 2004	$129.88
Total amount held in escrow	$339,253.32

Table 8. Job Placements in the Family Self Sufficiency Program

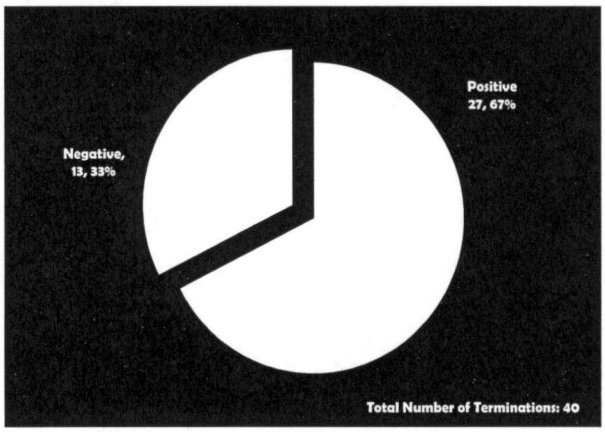
Type of Employment	# Of Self Sufficiency Program Participants Placed
Manufacturing	25
Healthcare	27
Building maintenance	7
Clerical/Secretarial	13
Education (incl. daycare)	18
Service Industry	7
Human Services	5
Customer Service	4
Food services	3
Banking/Finance	7
Transportation	3
Criminal Justice	0
Administrative	2
Retail sales	5
Total Placed	**126**

Terminated FSS Clients:

Over the past year, 40 FSS participants left the program, breaking down to 27 positive and 13 negative terminations. Although moving out of subsidized housing can be considered a positive step, leaving the PHA before the contract is completed is, by definition, considered to be a "negative" FSS termination. When an FSS family moves out of the jurisdiction of the housing authority to which it belongs, the FSS contract is automatically terminated. Six (6) of the thirteen (13) "negative" terminations that took place in FY 2004

were the result of participants moving out of the PHA or Section 8 before fulfilling the terms of their contract. This anomaly accounts for a higher than usual negative termination rate.

Figure 2. Reasons for FSS Terminations



With the recent spike in the cost of both real estate and rented apartments in the Providence area, many families (45%) who completed the program have found that they will need to remain in subsidized housing because their employment incomes are not sufficient. Ten percent of the 40 participants to leave the program this fiscal year were able to purchase a home while another 15% (six) have begun the process of buying a home. The remaining one-third (12) chose to relocate out of the realm of the PHA once they completed their contract.

Of the 150 FSS participants, over four-fifths (87%) have established escrow accounts with the average monthly credit being approximately $130.

Figure 3. Outcomes of FSS Terminations

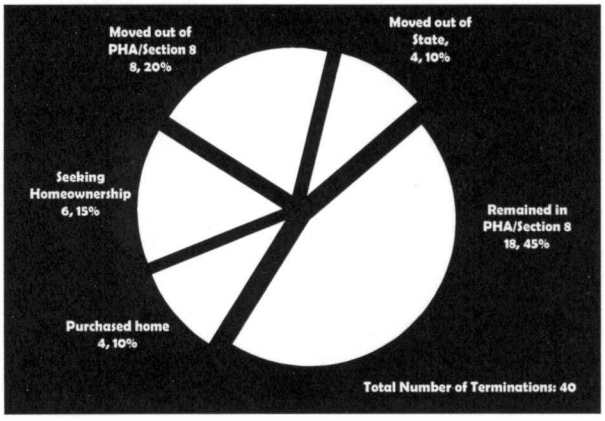


Table 9: Participant Status FY 2004

Participant's initials	Contract begins	Contract ends	Current Activities: Public Housing and Section 8 FSS participants	Escrow Account	TANF case closed since initial enrollment	TANF monthly reporter	Has not received TANF since contract inception	Case Manager
Y.H.	02/1999	06/2004	Working f/t as Residential Counselor	✓	✓			KK
M.V.	10/1999	10/2004	Working f/t as Home Daycare Provider	✓	✓			KK
N.N.	11/1999	11/2004	Working f/t as Citizen's Bank Teller	✓	✓			KK
I.O.	12/1999	12/2004	Working f/t for PHA as Clerk Typist	✓	✓			KK
T.F.	04/2000	04/2005	Working p/t as CNA, studying p/t for GED	✓	✓			KK
G.J.	04/2000	04/2005	Working f/t as Health Aid for Head Start	✓			✓	KK
M.M.	04/2000	04/2005	Seeking full-time employment	✓		✓		KK
M.E.	06/2000	06/2005	Attending ESL full-time at ESC	✓			✓	KK
B.D.	07/2000	07/2005	Working p/t for HPCC	✓	✓			KK
J.A.	08/2000	08/2005	Working p/t at C&V Carpets, p/t GED student			✓		KK
Z.C.	08/2000	08/2005	Working toward GED at ESC	✓		✓		KK
J.C.	10/2000	10/2005	Working f/t for Sodexho Services as Custodian	✓	✓			KK
T.P.	10/2000	10/2005	Working p/t as CNA, f/t RN student at CCRI	✓	✓			KK
N.R.	10/2000	10/2005	Working f/t for Citizen's Bank	✓	✓			KK
D.C.	11/2000	11/2005	Working f/t for RIPTA as Van Driver	✓			✓	KK
M.J.	11/2000	11/2005	Working f/t for Memorial Hospital in transport	✓			✓	KK
O.R.	03/2001	03/2006	Working p/t for PHA as Health Aide				✓	KK
D.G.	06/2001	06/2006	Working f/t as CNA in Wrentham, MA	✓	✓			KK
M.H.	07/2001	07/2006	On Family Leave of Absence from f/t CNA job	✓			✓	KK
D.J.	07/2001	07/2006	Working f/t at West View Nursing Home as CNA	✓	✓		✓	KK
J.C.	09/2001	09/2006	Seeking f/t employment in Cosmetology		✓			KK
M.A.	11/2001	11/2006	Working f/t at Women & Infants as CNA	✓			✓	KK
B.S.	11/2001	11/2006	Receiving services from RI Service for the Blind	✓			✓	KK
T.C.	02/2002	02/2007	Working f/t at Fleet Customer Service HQ	✓			✓	KK
T.M.	02/2002	02/2007	Receiving mental health services from Butler			✓		KK
D.C.	03/2002	03/2007	Working f/t as Teachers Assistant for PSD	✓	✓			KK
A.A.	04/2002	04/2007	Working f/t as Worker at Institute for Nonviolence	✓			✓	KK
R.M.	11/2004	04/2007	Working p/t as CNA, f/t nursing student at CCRI				✓	KK
S.Y.	05/2002	05/2007	Working f/t for Head Start as Teacher	✓	✓			KK
C.C.	06/2002	06/2007	Working f/t for PSD as Office Clerk	✓			✓	KK
M.S.	06/2002	06/2007	Working f/t at Stop & Shop in Customer Service	✓		✓		KK
J.S.	07/2002	07/2007	Studying f/t at CCRI for A.S. in Business Admin.			✓		KK
E.F.	07/2002	07/2007	Working f/t for PHA in Maintenance as Custodian	✓			✓	KK
J.R.	02/2003	02/2008	Working p/t as receptionist, p/t GED student	✓		✓		KK

C.R.	05/2003	05/2008	Working f/t at Miriam as Collegiate Nurse Intern	✓		✓		KK
M.A.	05/2003	05/2008	Working f/t as Medical Assistant	✓	✓			KK
M.D.	07/2003	07/2008	Working f/t as CNA for Prov. Comm. Health Ctr.	✓			✓	KK
A.P	09/2003	09/2008	Seeking employment in clerical field	✓		✓		KK
A.V.	10/2003	10/2008	Working f/t as CNA for Prov. Comm. Health Ctr.	✓			✓	KK
D.P.	11/2003	11/2008	Working f/t for Nordstrom's				✓	KK
N.N.	12/2003	12/2008	Working p/t as Clerk Typist for Lincoln HA	✓			✓	KK
G.Y.	01/2004	01/2009	Working p/t as CNA, f/t nursing student at CCRI			✓		KK
M.R.	02/2004	02/2009	Working f/t as Admin. Asst at Providence Center				✓	KK
P.J.	02/2004	02/2009	Working p/t as Activities Asst at PHA				✓	KK
Y.P.	02/2004	02/2009	Working p/t as Meal Site Manager	✓			✓	KK
Y.B.	05/2004	05/2009	Working f/t as Teller at Citizens Bank				✓	KK
S.F.	05/2004	05/2009	Seeking p/t employment				✓	KK
T.R.	05/2001	05/2006	Working f/t as an teacher assistant	✓			✓	ES
C.F.	05/2001	05/2006	Enrolled in ESL classes	✓		✓		ES
Y.Z.	07/2001	07/2006	Working f/t at a hotel	✓	✓			ES
C.L.	09/2001	09/2006	Working f/t in manufacturing	✓	✓			ES
B.M.	12/2001	12/2006	Enrolledin ESL at Genesis Center			✓		ES
P.T.	02/2002	02/2007	Working f/t as a teachers assistant	✓			✓	ES
V.D.	02/2002	02/2007	Working f/t as a cashier/parker			✓		ES
N.A.	03/2002	03/2007	Working f/t in manufacturing	✓			✓	ES
A.P.	04/2002	04/2007	Working f/t as a CNA	✓			✓	ES
W. B.	04/2002	04/2007	Enrolled at Newport School of Cosmetology			✓		ES
I.P.	04/2002	04/2007	Enrolled f/t ESL course with Genesis Center			✓		ES
J.C.	05/2002	05/2007	Working f/t medical field	✓				ES
F.C.	05/2002	05/2007	Working f/t as housekeeper	✓	✓			ES
M.F.	05/2002	05/2007	Working f/t as a secretary/clerk	✓	✓			ES
M.C.	06/2002	06/2007	Working f/t in manufacturing	✓			✓	ES
A.F.	06/2002	06/2007	Working f/t in manufacturing	✓			✓	ES
R.H.	06/2002	06/2007	Working f/t in manufacturing, taking ESL classes	✓			✓	ES
E.M.	07/2002	07/2007	Working f/t as CNA	✓			✓	ES
K.M.	08/2002	08/2007	Working f/t in manufacturing			✓		ES
A.M.	08/2002	08/2007	Working f/t for temp agency in manufacturing	✓		✓		ES
J.R.	10/2002	10/2007	Working p/t as an office clerk	✓		✓		ES
R.G.	10/2002	10/2007	Enrolled in CNA training at CCRI			✓		ES
J.V.	10/2002	10/2007	Working p/t as an office clerk	✓			✓	ES
D.C.	10/2002	10/2007	Working f/t in manufacturing	✓			✓	ES
M.P.	01/2003	01/2008	Working p/t as a food service worker	✓				ES
R.P.	01/2003	01/2008	Working f/t for PHA as a security monitor				✓	ES

P.M.	01/2003	01/2008	Working f/t as a program aide	✓			✓	ES
I.O.	02/2003	02/2008	Working f/t for PHA FM	✓				ES
M.D.	02/2003	02/2008	Working f/t in retail sales	✓		✓		ES
A.J.	03/2003	03/2008	Working f/t as home daycare provider	✓			✓	ES
J.P.	03/2003	03/2008	Working f/t as a secretary/clerk	✓			✓	ES
C.S.	04/2003	04/2008	Working f/t as a cashier			✓		ES
K.N.	05/2003	05/2008	Working f/t as a school bus driver	✓				ES
A.G.	05/2003	05/2008	Working f/t as a CNA		✓			ES
M.P.	05/2003	05/2008	Working f/t as a bus monitor	✓	✓			ES
E.C.	05/2003	05/2008	Working f/t in manufacturing	✓				ES
Y.P.	06/2003	06/2008	Working p/t as a hair stylist	✓			✓	ES
R.P.	06/2003	06/2008	Working f/t in retail sales	✓			✓	ES
E.C.	06/2003	06/2008	Working f/t as an inspector	✓	✓	✓		ES
M.L.	08/2003	08/2008	Seeking employment			✓		ES
T.D.	09/2003	09/2008	Working f/t as a security guard	✓			✓	ES
F.C.	10/2003	10/2008	Working f/t as a bus monitor	✓	✓			ES
N.C.	11/2003	11/2008	Working f/t in manufacturing				✓	ES
T.M.	11/2003	11/2008	Enrolled ESL classes	✓			✓	ES
M.M.	12/2003	12/2008	Working f/t in manufacturing				✓	ES
N.L.	12/2003	12/2008	Working f/t as a medical assistant	✓	✓			ES
A.P.	01/2004	01/2009	Working p/t as an assistant				✓	ES
A.F.	01/2004	01/2009	Working f/t in retail sales			✓		ES
I.S.	02/2004	02/2009	Working f/t in manufacturing				✓	ES
L.E.	02/2004	02/2009	Working f/t as a teacher assistant				✓	ES
J.V.	02/2004	02/2009	Seeking employment			✓		ES
A.R.	02/2004	02/2009	Working f/t as an office clerk		✓			ES
M.G.	04/2004	04/2009	Working f/t in banking and attends CCRI p/t				✓	ES
Y.Z.	04/2004	04/2004	Working p/t as an AA for PHA			✓		ES
S.P.	02/2000	02/2005	Attending CCRI			✓		RC
M.C.	04/2000	04/2005	Working p/t as CNA; Attends CCRI p/t	✓		✓		RC
C.D.	04/2000	04/2005	Working f/t as a CNA for Access Health Care	✓	✓			RC
L.L.	04/2000	04/2005	Working for f/t for PROCAP	✓			✓	RC
H.C.	09/2000	09/2005	Working p/t as a CNA			✓		RC
J.M.	10/2000	10/2005	Working as a CNA	✓			✓	RC
M.C.	10/2000	10/2005	Employed as f/t Teachers Assistant for PSD	✓		✓		RC
I.G.	10/2000	10/2005	Seeking employment	✓		✓		RC
H.R.	10/2000	10/2005	Seeking employment	✓			✓	RC
J.C.	10/2000	10/2005	Working f/t at Sodexho	✓			✓	RC
J.B.	11/2000	11/2005	Working f/t as a CNA for Heritage Hills	✓	✓			RC

M.R.	11/2000	11/2005	Working f/t for A.T Cross Company; Attends ESL	✓	✓			RC
J.C.	12/2000	12/2005	Working f/t as a Hair Stylist	✓			✓	RC
M.A.	02/2001	02/2006	Working p/t for PSD as a Custodian	✓	✓			RC
J.S.	03/2001	03/2006	Working f/t for Ross & Simons	✓	✓			RC
L.C.	05/2001	05/2006	Working f/t as a Balancing Clerk for Citizens	✓	✓			RC
J.M.	05/2001	05/2006	Working f/t as a Bus Monitor	✓			✓	RC
B.A.	06/2001	06/2006	Seeking full-time employment			✓		RC
M.O.	06/2001	6/2006	Working full time in factory; attends ESL classes	✓	✓			RC
H.A.	07/2001	07/2006	Working full time in a factory	✓	✓			RC
K.B.	07/2001	07/2006	Working f/t as a Hair Stylist	✓		✓		RC
M.R.	07/2001	07/2006	Working f/t in a factory	✓	✓			RC
L.T.	07/2001	07/2006	Working f/t for N. Providence Pediatric	✓	✓			RC
A.E.	08/2001	08/2006	Working f/t for Colibri Corporation	✓	✓			RC
L.L.	08/2001	08/2006	Working f/t for PHA; attends CCRI p/t	✓		✓		RC
E.R.	08/2001	08/2006	Enrolled in GED classes at the ESC building PHA		✓			RC
M..	09/2001	09/2006	Working f/t for PHA in maintenance department	✓			✓	RC
R.P.	09/2001	09/2006	Working f/t for Qualified Resources Inc.		✓			RC
Y.R.	10/2001	10/2006	Working p/t at Citizens Bank	✓			✓	RC
M.M.	12/2001	12/2006	Working full time for McAuley Village	✓	✓			RC
D.D.	02/2002	02/2007	Working f/t as PC for PHA	✓			✓	RC
G.C.	03/2002	03/2007	Working f/t as an AA for PHA	✓		✓	✓	RC
B.P.	06/2002	06/2007	Working for the PSD; Enrolled in Beauty Academy			✓		RC
M.C.	02/2003	02/2008	Working f/t at Hallworth House		✓			RC
I.N.	03/2003	03/2008	Working f/t at Home Goods Inc.				✓	RC
Y.R.	03/2003	03/2008	Attends Sawyer School				✓	RC
S.N.	04/2003	4/2008	Enrolled ESL classes at the ESC building			✓		RC
S.S.	05/2003	05/2008	Seeking f/t employment			✓		RC
M.L.	09/2003	09/2008	Working f/t at AON in customer service		✓			RC
B.C.	11/2003	11/2008	Working p/t as a CNA	✓	✓			RC
D.D.	12/2003	12/2008	ESL student at the ESC building/PHA		✓	✓		RC
M.G	12/2003	12/2008	Working f/t at Encore Corp.		✓			RC
N. P.	01/2004	01/2009	Working to obtain Home Daycare License					RC
J.T.	02/2004	02/2009	Working f/t as a dental clerk at Dental Office		✓			RC
A.S.	02/2004	02/2009	Working f/t at IRA Green Inc.		✓			RC
M.L.	02/2004	02/2009	Working f/t at Kenney Manufacturing Corp.		✓			RC
T.N.	04/2004	04/2009	Working p/t as a CAN at Bannister House		✓			RC
B.R.	04/2004	04/2009	Working f/t at the Home Goods Distribution Ctr.		✓			RC
M.T.	05/2004	05/2009	Working at Dunkin Donuts			✓		RC

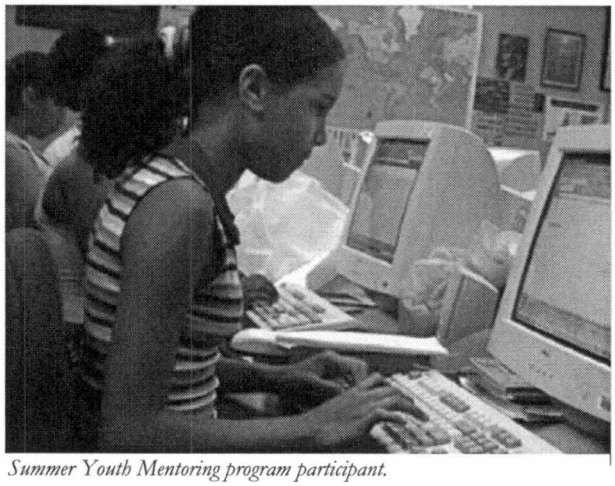
Adult Education Programs

✱ ABE/GED PROGRAM



A GED Student at work at the ESC Computer Lab

This year the Adult Basic Education (ABE) and GED (General Equivelency Diploma) Program ran Monday through Thursday, 30 hours/week continuously throughout the year. The program is always fully enrolled with several prospective students on a waiting list. Attendance records indicate that there was a 40% increase in the number GED students compared to the previous fiscal year.



Summer Youth Mentoring program participant.

Due to a recent change in state policy, GED test scores are withheld until an individual takes a total of three tests. Of the nine tests that were taken in FY 2004, six received passing scores. The results of the other three tests are yet to be released as a result of this new rule. In spite of the relatively small number of scores that were obtained, not one test resulted in a failing score, making for a 100% success rate in GED testing for this fiscal period.

Table 10. GED Test Results

GED Test	Number tests taken	Number tests passed	Number of scores not yet obtained*	% passing of scores received
Lit. Arts – Reading	3	1	2	100%
Social Studies	1	1	0	100%
Science	2	2	0	100%
Math	1	1	0	100%
Lit. Arts – Writing	2	1	1	100%
Total	**9**	**6**	**3**	**100%**

*Due to a new state policy, we are unable to obtain certain test scores

Table 11: ABE/GED Student Progress in Math & Reading FY 2004 (Measured by CCC Destinations)

GED Student	READING SCORES			MATH SCORES		
	Starting Level	Ending Level	Growth	Starting Level	Ending Level	Growth
IA	3.5	3.5	0	3	3	0
YA	1.5	2	0.5	3	3	0
CA	7	7.5	0.5	5	6	1
JB	2	3.5	1.5	3	4	1
RB	6	6	0	4	4	0
NB	3	3	0	4	5	1
EC	6	6	0	3	4	1
UC	12	12	0.5	8	10.5	2.5
EC	9	9	0	7	8	1
YC	3	4	1	3	4.5	1.5
WC	8	8.5	0.5	4	4	0
LD	6	6.5	0.5	2	4	2
ME	2	3.5	1.5	3	4	1
AE	7	9	2	4	5	1
YE	1	1.5	0.5	1	2	1
TF	6	6.5	1.5	4	4	0
JF	6.5	8	1.5	4	4	0
MF	11	12+	1	7	6	1
TF	8	8	0	5	5	0
PG	5	7	2	4	4	0
SG	3	3.5	0.5	2	3	1
RG	7	7	0	6	8	2
RG	7	7.5	0.5	4	4.5	0.5
RJ	1	2	1	2	3	1
MJ	9	9	0	4	4	0
MK	2.5	7	4.5	3	6	3
HK	2	4	2	3	6	3
SL	3.5	3.5	0	3	3.5	0.5
JL	6	7	1	2	5	5
YM	5	6	1	4	5	1
CM	3.5	6	2.5	3	5	2
EM	5	6	1	2	3	1
AM	3.5	4	0.5	3	5	2
AM	7	8	1	4	4	0
IM	6	9	3	4	7	3
MM	2	3	1	2	3	1
EM	6	8	2	1	7	6
JN	4	6.5	2.5	2	4	2
JN	3.5	6	2.5	4	6.5	2.5
TO	6	6.5	0.5	5	6	1
NN	9	12+	3	9	9.5	0.5
BP	2	5	3	3	4	1
DP	3.5	6.5	3	3	4	1
MO	6	7	1	7	8	1
JR	10	11.5	1.5	4	5	1
JR	3.5	4	0.5	6	8	2
AR	10	12+	2	5	5.5	0.5
CR	3.5	5.5	2	2	4	2
ER	8	8.5	0.5	5	7	2
CR	2	3.5	1.5	3	6	3
ZR	4	5	1	4	4	0
FR	9	12+	3	9	12+	3
CS	6	6	0	2	4	2
QS	1	2	1	2	2	0
ES	6	8.5	2.5	3	4	1
VS	6	8	2	3	6	3
RT	6	7	1	2	4	2
RT	6	6.5	0.5	4	5	1
AY	7	7.5	0.5	4	5	1
YZ	8	8	0	6	7	1
	5.4	**7**	**1.2**	**2**	**5.1**	**1.3**

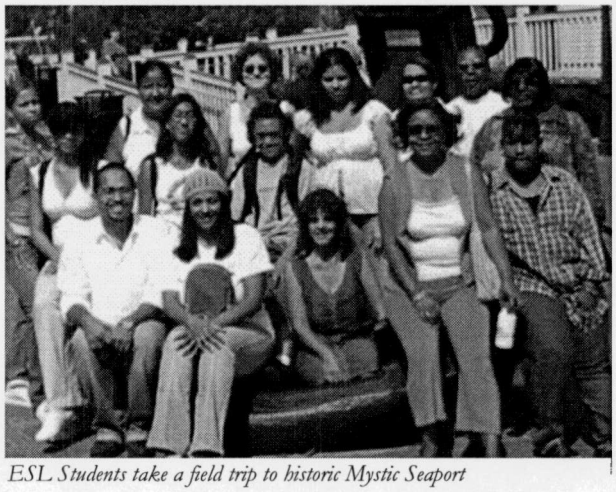
Table 12. ABE/GED Students' Pre- & Post-Test CASAS Scores FY 2004

GED Student	Initial CASAS	Post CASAS
YA	209 BB	210 BB
IA	213 IL	216 IL
CA	219 IL	215 IL
JB	206 BB	210 BB
RB	223 IH	226 IH
NB	222 IH	223 IH
EC	222 IH	225 IH
UC	236 L	238 L
EC	224 IH	228 IH
YC	229 IH	231 IH
WC	219 IL	219 IL
LD	225 IH	228 IH
ME	201 BB	205 BB
AE	237 L	238 L
YE	195 BL	200 BL
TF	223 IH	225 IH
JF	229 IH	235 IH
MF	239 L	240 L
TF	230 IH	232 IH
PG	222 IH	224 IH
SG	222 IH	227 IH
RG	234 IH	235 IH
RG	234 IH	235 IH
RJ	201 BB	208 BB
MJ	221 IH	226 IH
MK	227 IH	225 IH
HK	217 IL	223 IH
SL	224 IH	227 IH
JL	218 IL	222 IH
CM	208 BB	209 BB
EM	217 IH	219 IH
YM	223 IH	223 IH
AM	208 BB	210 BB
AM	225 IH	221IH
IM	230 IH	235 IH
MM	215 IL	210 BB
EM	219 IL	220 IL
JN	213 IL	216 IL
JN	229 IH	234 IH
NN	222 IH	229 IH
TO	222 IH	224 IH
MO	237 L	238 L
BP	205 BB	210 BB
DP	203 BB	206 BB
JR	216 IL	220 IL
JR	203 BB	208 BB
AR	236 L	238 L
CR	215 IL	214 IL
ER	224 IH	225 IH
CR	229 IH	238 L
ZR	214 IL	212 IL
CS	222 IH	227 IH
QS	190 BL	199 BL
ES	225 IH	223 IH
VS	219 IL	223 IH
RT	225 IH	226 IH
RT	223 IH	228 IH
AY	228 IH	230 IH
YZ	227 IH	228 IH

CASAS Key	
BL	Beginning Literacy
BB	Beginning Basic
IL	Intermediate Low
IH	Intermediate High
L	Adult Secondary Education Low
H	Adult Secondary Education High

In September 2003, the Education and Training Division transitioned to utilizing the CASAS (Comprehensive Adult Student Assessment System) pre- and post-tests to measure the achievements of the students in our ESL and GED programs. This is one of the assessment instruments endorsed by the Rhode Island Department of Education. After being trained in the purpose and administration of this testing system, the instructors started off the new academic year by conducting CASAS pre-assessments of all new and existing GED and ESL students. Table 11 illustrates the outcomes of each student's assessments.

✶ ENGLISH AS A SECOND LANGUAGE PROGRAM



ESL Students take a field trip to historic Mystic Seaport

In FY 2004 the ESL program also served students in a Monday-Thursday, 30-hour/week program continuously throughout the year. The addition of on-site ESL classes at two family developments contributed to the 58% increase in students compared to the previous fiscal year. The program is also fully enrolled with several prospective students on a waiting list.

The third year of the English Language/Civics grant from the RI Department of Education focused on increased awareness of city and state government. Daily lessons were supplemented with information on local elected officials and the legislative process. Students became actively involved in the Voter Education Registration Action (VERA) campaign

whose goal is to educate adult learners about voting and topical electoral issues. In an aim to help adult learners take informed action, the task force has already succeeded in registering 23 students at the Employment Support Center to vote. For those students who wanted to register but could not because of their citizenship status, class time was set aside to help them prepare for the U.S. Citizenship Exam.

Table 13. ESL Student Progress in Math & Reading FY 2004 (Measured by CCC Destinations)

ESL STUDENT	READING SCORES			MATH SCORES		
	Starting Level	Ending Level	Growth in Levels	Starting Level	Ending Level	Growth in Levels
JB	2	2.5	0.5	2	3	1
RC	1.5	3	1.5	1	1	0
CC	3	7	5	3	8	5
IC	1.5	2	0.5	3	3.5	0.5
CC	1	1	0	1	1.5	0.5
DD	1.5	2	0.5	3	3	0
MD	2	2	0	2	2	0
LD	1	1.5	0.5	1	1	0
RE	1	1	0	1	1	0
MF	3.5	4	0.5	3	4	1
SF	1.5	2.5	1	3	3	0
DG	1.5	3	1.5	3	4	1
MG	2	3	1	2.5	7	4.5
IM	1	1	0	2	2	0
TM	1.5	2	0.5	2	3	1
LM	2	3	1	1	1.5	0.5
MM	1	1	0	2	2	0
CM	4	6	2	4	5	1
SN	1	1	0	3	3	0
BP	1	1	0	1	1	0
MR	2	2	0	2	2	0
YR	2	3.5	1.5	3	4	1
ER	1.5	2	0.5	2	3	1
MR	1	2	1	2	4	2
DS	1	1	0	1	1	0
NS	1.5	1.5	0	2.5	3	0.5
JT	1	1	0	1	3	2
NT	1.5	1.5	0	2	6	4
MC	1.5	1.5	0	1.5	2	0.5
AT	1.5	2	0.5	1	1	0
	1	**2**	**1**	**1**	**2**	**1**

Table 14: ESL Students' Pre- & Post-Test CASAS Scores FY 2004

ESL Student	Initial CASAS	Post CASAS
BA	182 B	190 B
SA	216 IH	224 LA
JB	211 IH	208 IL
RC	221 LA	221 LA
MC	201 IL	206 IL
CC	204 IL	211 IH
IC	209 IL	209 IL
CC	219 IH	220 IH
DD	196 B	206 BB
ID	197 B	182 B
MD	184 B	186 B
LD	217 IH	216 IL
RE	207 IL	213 IH
MF	197 B	190 B
SF	214 IH	224 LA
DG	205 IL	205 IL
MG	211 IH	205 IL
MG	211 IH	217 IH
NG	201 IL	201 IL
VG	209 IL	210 IL
RH	227 LA	230 LA
EJ	205 IL	203 IL
LL	220 IH	220 IH
RL	181 B	187 B
EM	217 IH	219 IH
IM	212 IH	208 IL
TM	212 IH	206 IL
LM	210 IL	214 IH
MM	215 IH	210 IL
CM	204 IL	201 IL
NM	205 IL	207 IL
SN	200 B	198 B
TO	219 IH	220 IH
MO	202 IL	203 IL
LP	197 B	200 B
AP	218 IH	219 IH
EP	201 IL	203 IL
BP	203 IL	205 IL
JP	216 IH	218 IH
EQ	194 B	192 B
MR	184 B	185 B
MR	227 LA	229 LA
YR	215 IH	217 IH
ER	187 B	193 B
ER	190 B	200 B
MR	202 IL	205 IL
NR	209 IL	204 IL
ZR	204 IL	207 IL
AR	205 IL	198 B
MR	206 IL	218 IH
DS	204 IL	206 IL
NS	202 IL	197 B
LS	202 IL	210 IL
CS	222 LA	224 LA
JT	170 BL	220 IH
NT	177 BL	188 B
AT	186 B	193 B
MV	202 IL	205 IL

CASAS Key	
BL	Beginning Literacy
BB	Beginning Basic
IL	Intermediate Low
IH	Intermediate High
L	Adult Secondary Education Low
H	Adult Secondary Education High

Section 8 Homeownership Program

The Section 8 Homeownership Program allows qualifying Section 8 residents to use their voucher as a form of mortgage payment assistance on single-family homes. Local interest in this program has grown increasingly over the past year.

Table 15. Section 8 Homeownership Program

Indicator	Year-to-date
Interviewed	95
Pre-Qualified	41
Referred to Homeownership Classes	60
Pre-Qualified for Mortgage	9
Purchase & Sale	5
Closings	3

The PHA has been networking with local lenders in hopes of increasing awareness of and participation in this initiative. In July, Fleet announced a series of mortgage products designed specifically for the Section 8 Homeownership Program. Shortly thereafter, we signed a Memorandum of Understanding (MOU) with Wells Fargo to refer candidates for mortgage financing. In the spring, a senior loan officer from Citizens Bank gave ESC staff a presentation introducing the Section 8 mortgage program they developed in partnership with Fannie Mae. Also, 25 public housing authorities in Rhode Island signed an MOU with the goal of expanding affordable homeownership opportunities to Section 8 families throughout the state. In cases where Section 8 families want to purchase property in jurisdictions that do not have a Section 8 Homeownership Program, these housing authorities agreed to negotiate voucher portability and administration.

Office Skills Certificate Program



Office Skills Graduates, December 2003

One of the most popular classes offered at the Employment Support Center is the Office Skills Certificate Training. Two twelve-week evening courses are offered annually. The curriculum includes lessons in Microsoft Windows and Word, customer service, telephone skills and business writing. The course plan is supplemented by a job search skills component that concentrates on resume development, writing cover letters and tips on job interviewing. Each student participates in a videotaped mock job interview.

New Services

✱ VOLUNTEER INCOME TAX ASSISTANCE (VITA)

In an effort to increase awareness among PHA residents about their eligibility for the Earned Income Tax Credit, the Employment Support Center became a Volunteer Income Tax Assistance (VITA) site for the 2003 tax year. Partnering with the Providence Asset Building Coalition, five PHA residents and several staff members from the division were trained in electronically filing individual tax returns using the IRS's Tax Wise software. This free service was solicited to PHA and Section 8 residents in hopes of decreasing the number of forfeited tax credits and saving filers costly processing fees. Our VITA site operated two weeknights per week and one Saturday a month for three months. Appointment slots filled quickly and ultimately fifty-five (55) income tax returns were filed at our site – a considerably high number compared to other start-up VITA sites. This initiative benefited both the filers who saved some money and the resident volunteers who gained new employment skills in the process.



Volunteer Income Tax Assistants

✱ MONEY SMART: FINANCIAL LITERACY

To address the need for personal finance education among the adult resident population, the Education and Training Division added a new financial literacy class to its repertoire: Money Smart. The Federal Deposit Insurance Corporation (FDIC) developed this training program to help adults outside the financial mainstream enhance their money skills and create positive banking relationships. Trained by FDIC in how the administer the course, the Education & Training Manager single-handedly solicited and coordinated this program. The eight-week curriculum covered topics such as learning how to open and use a checking account, preparing a household budget and understanding how credit and consumer loans work. Keeping the Hispanic population in mind, this course was designed to accommodate both English and Spanish-speaking residents.

The program (Adult Basic Education and GED) is always fully enrolled with several prospective students on a waiting list.

Survey Results

In May 2004, we surveyed FSS participants and students from the GED and ESL programs to gauge their feelings about the programs that are offered through the Education and Training Division. Overall, the survey responses indicate a high level of client satisfaction with all three programs. These results are illustrated in the charts below.

Figure 4. Satisfaction with FSS Case Manager FY 2004

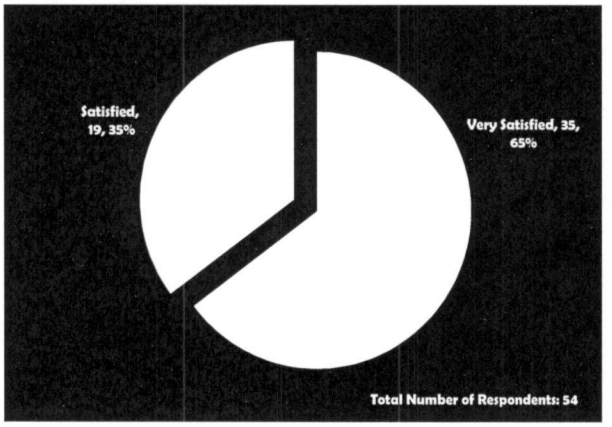


Figure 5. Satisfaction with GED Program FY 2004

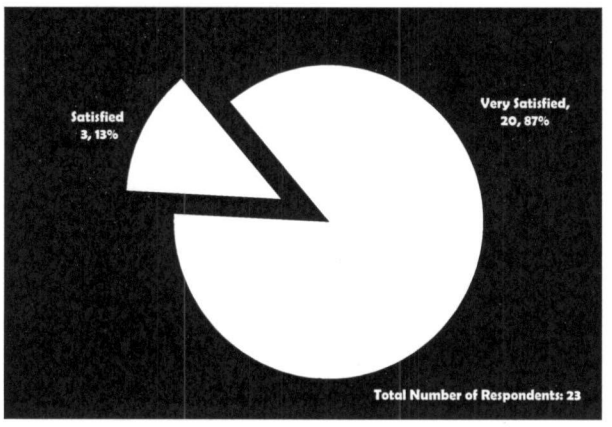
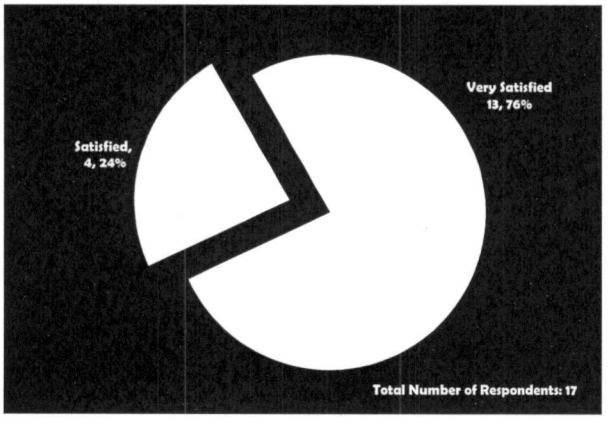


Figure 6. Satisfaction with the ESL Program FY 2004



Success Stories

✶ YOLANDA GALARZA, FSS PROGRAM

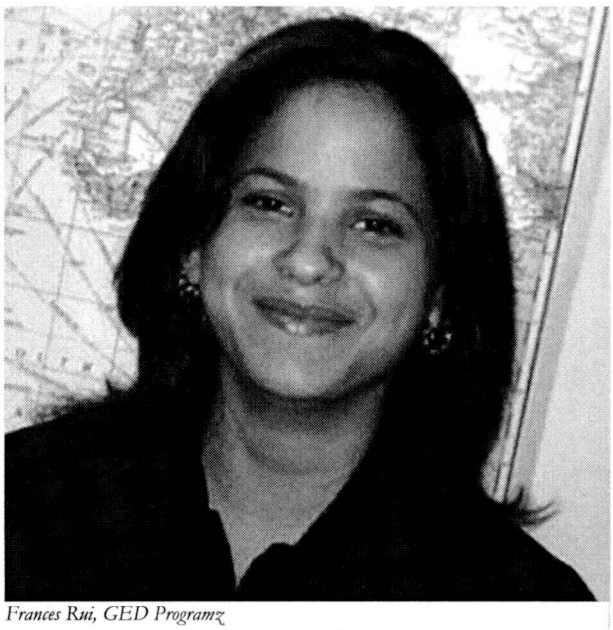
In November 1998, Yolanda Galarza joined the Family Self-Sufficiency Program to solidify her job training plans and within a year the Providence Housing Authority offered her the opportunity to work as a temporary Dispatcher for the Facilities Management Department. Yolanda established an FSS escrow account and watched her savings grow. In January 2003, she received the award PHA Employee of the Quarter.



Yolanda Galarza, FSS Program

During her final year in the FSS program she ambitiously pursued her ultimate contract goal of purchasing a home. With the help of her escrow savings, Yolanda and her family purchased one of the PHA's scattered sites in June 2004. Ms. Galarza's positive progression from job training to full-time employment to homeownership tells the story of successful FSS program experience.

✶ FRANCES RUIZ, GED PROGRAM



Frances Rui, GED Programz

Frances (Chad Brown) was the first student to receive a GED certificate in 2004. She left high school shortly after her 16th birthday and quickly saw the lack of interest employers showed her. She contacted the GED program desperate for help and disillusioned with the working world. At seventeen, Frances was the youngest student in the class. She shied away from the other students but soon learned to ask for help and rely on the support of the older students. Frances was a natural in class – she quickly settled into the routine of the classroom and participated in many of the extra-curricular activities offered. She became so motivated that she also enrolled in the Employment Support Center's Office Skills Class, attending both GED and Office Skills at the same time. She received her Office Skills Certificate and was top student in that class.

Shortly after receiving her GED Certificate, Frances was back at the Employment Support Center for help with her job search. Within a month she was hired by Sovereign Bank as a Teller – the kind of position she had hoped to get. She enjoyed her work and maintained her professionalism through employee disagreements. Frances' supervisors thought highly enough of her to recommend a promotion. She is currently a Teller Supervisor and is enjoying her newly found status. Frances has enrolled in a Transition to College program and plans to further her education at CCRI.

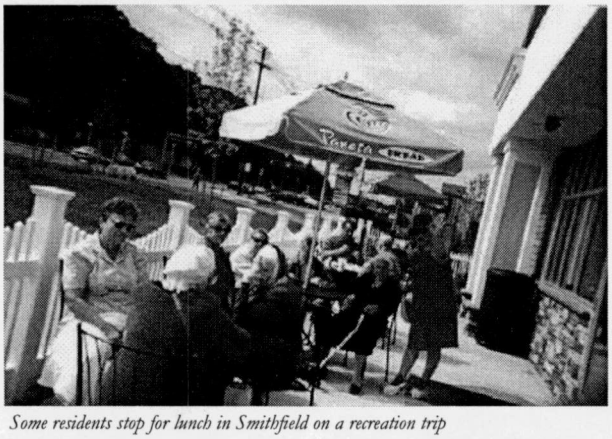
✶ ROSA CABRERA, ESL PROGRAM



Rosa Cabrera, ESL Program

Rosa (Hartford Park) has been coming to the Employment Support Center for several years to work on improving her English. She is a delightful lady who often brings in home made bread pudding or corn bread to share with the other students. Rosa enjoys a good challenge and enthusiastically participates in the class' daily political quiz activity. Her motivation and positive attitude are inspiring. Rosa has made great strides with her learning and understanding of English. She likes going on field trips and takes an active role asking questions and directing attention to items of particular interest. Her son Frank works for PHA.

SUPPORTIVE SERVICES DIVISION



Some residents stop for lunch in Smithfield on a recreation trip

Elderly/Disabled Developments

The photographs of citizens moving into the new Dexter Manor in the early 1960's shows white, elderly couples who have moved out of houses or apartments they had lived in for many years now "downsizing" to affordable apartments near the DownCity area. The profile of the residents of the elderly/disabled buildings has changed dramatically. The typical resident of 2004 is someone who lives alone, who is not coming from an "established" life of work and stability, who is as likely to be younger and disabled as to be elderly, who earns less than $7,000 a year, who may not speak English, and who lacks personal and social resources that would make their tenancy in the PHA successful. From the over 1,200 tenants it is difficult to draw a profile of the "typical" resident. There is a wide range of ages, races and ethnic groups, and abilities to function; this ensures a wide range of needs. With the regular turnover of tenants, these needs are constantly shifting. For example, of the 194 people who moved in to an apartment in the high rises in FY 2004, 48 of them had no income. These new residents will bring with them a cluster of problems that make it harder for them to succeed in housing. With a shifting, diverse, and needy population to serve, the Supportive Services Staff actively seek out and assess all the residents of these buildings in order to have an accurate picture of present needs and to ensure that programming is appropriate and effective.

✶ HIGHRISE RESIDENT SERVICE NEEDS ASSESSMENTS

In the Fiscal Year 2004, Resident Services Coordinators completed 1,061 individual assessment/service plans. Overall findings are summarized below

Language

- 30% of residents do not speak English
- 34% of residents rate their reading ability as "poor"
- Of that 34%, only 7% want to improve their literacy skills

Income

- Average Yearly Income: $6,900
- 8% of residents have no income
- 6% of residents are employed
- 5% of residents are interested in paid employment
- 57% receive Food Stamps

Health

- 10% of residents have no primary doctor
- 41% have not seen their primary within the last year
- 10% have no health insurance
- 16% have no prescription coverage
- 82% have no dentist
- 65% have no eye care
- 19% are treated for mental illness (national prevalence is 12% of population)
- 17% have diabetes (national prevalence is 6% of population)
- 30% have high blood pressure
- 7% have asthma

Basics

- 2% of residents reported having no food in the house
- 5% reported eating one meal a day
- 5% had furniture needs
- 4% had hygiene difficulties
- 4% need bus pass

Living Skills

- 11% of residents need assistance with at least 2 of the ADL's or IADL's

Interests & Support Networks

- 87% of residents report having "no other interests"
- 16% report being involved with a community organization, club, association or agency
- 18% of residents report being active in a church

✶ RESIDENT SERVICES COORDINATORS

Working from the annual Assessment and Service Plan, the Resident Services Coordinators provide the residents with referral to health services, benefits assistance, meeting emergency needs, counseling, advocacy, general support with tasks such as shopping and transportation, financial management, and substance abuse intervention. They also coordinate

social, educational and recreational programs. A Resident Services Coordinator is assigned to Sr. Dominica Manor and Kilmartin Plaza, one to Carroll Tower and Sunset Village, one to Dexter Manor, a Spanish-speaking RSC serves all residents in Parenti Villa and the Spanish-speaking residents of Dominica Manor and Sunset Village, and another bilingual RSC serves the Spanish-speaking at Dexter Manor, Kilmartin Plaza and Carroll Tower. Both bilingual RSC's share the duties at Hartford Tower.

Table 15. Total Number of Individuals Served by Resident Service Coordinators FY 2002 – FY 2004

Year	Number of Individuals
FY 2000	644
FY 2001	940
FY 2002	1,230
FY 2003	1,093
FY 2004	1,053

Table16. Statistics in Major Service Categories FY 2001 – FY 2004

	Health	Work with Other PHA Depts.	Benefit Acquisition	Financial Management	Substance Abuse Help	Legal Assistance	Counseling	Emergency Needs	Socialization Events	Language/ Literacy	Living Skills	Support Networks
FY 2001	-	1123	910	609	445	466	2,338	ND	ND	ND	ND	ND
FY 2002	-	1,352	912	575	348	423	3,374	463	-	-	-	-
FY 2003	3,374	1,037	933	582	212	352	3,225	399	330	494	458	606
FY 2004	1,647	1,190	1.315	918	207	385	2.050	391	220	640	512	655

In FY 2004, Resident Services Coordinators provided services to 1,053 different people through a total of 11,141 contacts or service units.

Table 17. Number of Service Units in Crisis Intervention, Counseling, Advocacy, Information & Referral

Year	Number of Service Units
FY 2000	16,338
FY 2001	14,783
FY 2002	13,899
FY 2003	13,622
FY 2004	11,141 *

* Reduction is accounted for by elimination of Health Facilitator, a position filled by a Registered Nurse

The following is a sampling of some of the more important service categories. Some began to be tracked in a meaningful way just this past year.

Table 18. Health Programs FY 2004

Category of Medical Service or Activity	FY 2001 Events or Participants	FY 2002 Events or Participants	FY 2003 Events or Participants	FY 2004 Events or Participants
Lifespan Clinic Visits	208	651	571	571
High-Rise Screenings and Education	627	418	572	816
Flu Clinic Shots	316	285	318	218
RSC Health-Related Service Units	2,236	2,975	1,982	1,647
Medical Transport	117	95	140	125
Total	**3,504**	**4,424**	**3,583**	**3,377**

Table 19. Living Skills Programs FY 2004

	Total PCL Class Attendees	Elderly/ Disabled Orientation	Safety Presentations	Housekeeping Support Program
FY 2000	287	N/A	N/A	N/A
FY 2001	329	N/A	N/A	N/A
FY 2002	364	N/A	N/A	N/A
FY 2003	349	N/A	N/A	N/A
FY 2004	297	102	414	278 visits
Total	**1,626**	**102**	**414**	**278 visits**

Resident Services Coordinators host coffee hours and enrichment activities, and sponsor excursions to places of interest. This past year, residents went to Galilee, Camp Cronin at the seashore, Newport, Foliage Tour, Movie Theaters, LaSalette Shrine, and shopping trips with lunch.

The PHA Health Services has developed strong alliances with many area health care providers: Lifespan, URI Colleges of Nursing and Pharmacy, St. Joseph's Hospital School of Nursing, Rhode Island College Scholl of Nursing, the Promotoras de la Salud program at ChispA, the Women & Infants' Family Van, Envisions Eye Care, the Blue Cross/Blue Shield Medical Van, Travelers' Aid, St. Francis Wellness Center, St. Joseph Hospital Diabetes Center, Family Services, Inc., Office of Minority Health, Diabetes Multi-Cultural Coalition, The Providence Center, and the Samaritans. Many collaborative efforts have been developed on behalf of residents.

✱ CONGREGATE MEAL SITES

PHA staff supervise Rhode Island Meals On Wheels congregate meal sites at Dexter Manor (900 meals served monthly) and Carroll Tower (500 meals served monthly). There is also a meal site at Hartford Tower (600 meals served monthly) staffed by the Hartford Park Community Center.

✱ LIVING SKILLS UNIT

New Tenant Orientation
This year, an orientation for the new tenants of the elderly/disabled buildings was added to the Living Skills program. It joins the successful Preparation for Community Living Class that orients and instructs prospective Family Development tenants. Fire Safety was also a major part of the Living Skills program at both the family and elderly/disabled sites. The Housekeeping Support Program continues to help tenants avoid eviction and live more safely and comfortably. Tenants are instructed on how to maintain clean apartments and referred to community services if necessary.

✱ FIRE AND PERSONAL SAFETY

In conjunction with the Providence Fire Department, the Living Skills Coordinator conducted Safety Training for PHA staff and for residents at all the high rises and family sites both in English and in Spanish.



"Sparky" and the kids of Chad Brown on Fire Safety Day

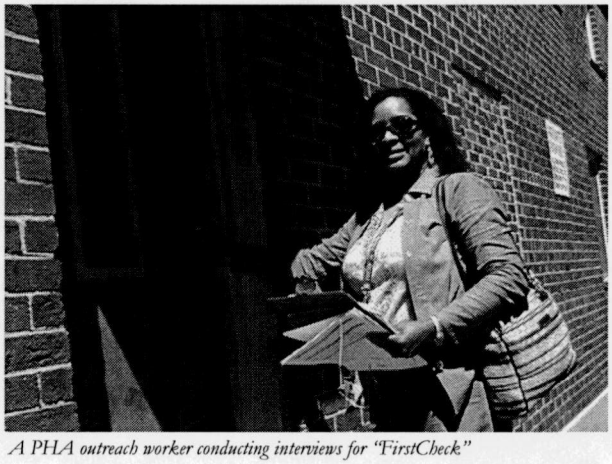
Family Developments

✱ HEALTH EDUCATION

The Chad Brown Health Center has been a wonderful partner in providing Health Education, particularly at the Family Sites. Each month, professional staff present at tenant/management meetings and/or at the Employment and Training Center.

✱ MATERNAL HEALTH

In collaboration with the March of Dimes and funded by one of their Community Grants, the *FirstCheck* program has been a huge success in Chad Brown and Hartford Park. Over 450 women have been interviewed regarding their access to and use of health care and their knowledge of the effects of lifestyle on the fetus. Bilingual Outreach Workers educate and distribute literature, and, make referrals to health care providers and other community agencies.



A PHA outreach worker conducting interviews for "FirstCheck"

At the same time, a great deal of useful information has been gathered that can direct PHA staff efforts. For example, a grant was obtained to offer ESL classes on site at Chad Brown after interested residents were

identified. Similarly, discussions with health care providers have been directed by what has been leaned through this project.

✶ RESIDENT SATISFACTION

Every resident in the elderly/disabled sites received a Customer Satisfaction Survey. The results taken from the 250 responses were very encouraging.

Figure 7. Assistance by Resident Service Coordinator

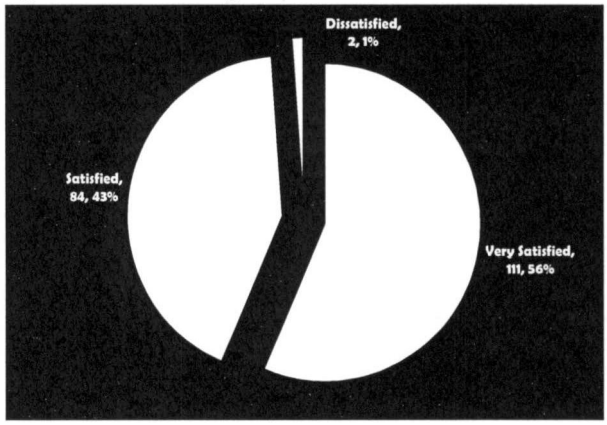


Figure 8. Health Education Presentations

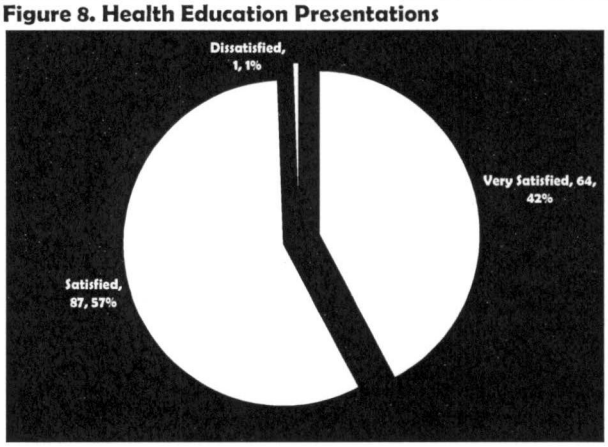


Figure 9. On-site Medical Services

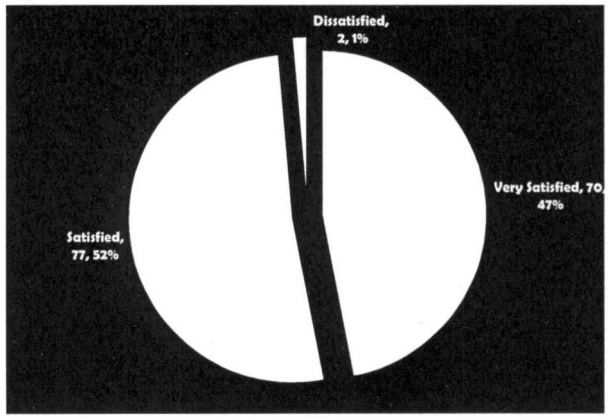


Figure 10. PHA-Provided Transportation

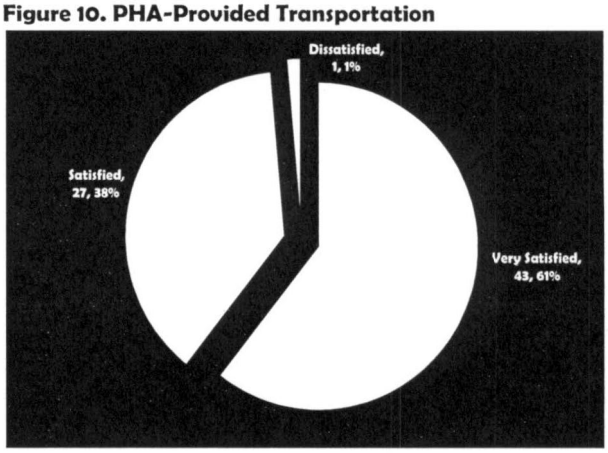
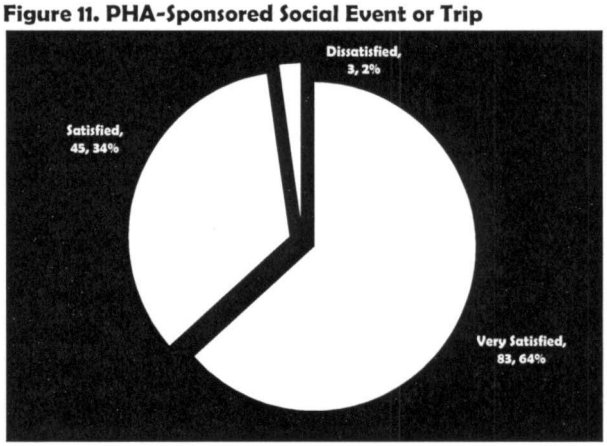


Figure 11. PHA-Sponsored Social Event or Trip



✶ POSITIVE OUTCOMES

Supportive Services staff are "general practitioners" of social work. They must deal with whomever walks through the door and with whatever need they unearth through their assessments. Nearly everyone living in housing lacks some resource, capacity, or network to help function well. The Supportive Services staff is there to facilitate, support, persuade, inspire, educate, challenge, and otherwise add those intangibles. Here are some examples of how they have helped.

Fires

Two major fires occurred in two different high rises this past year. In one, residents put into practice what they had learned to keep themselves safe and to assist neighbors. In another, a man close to death was able to regain a relationship with a long-lost brother. In both, staff was on hand to comfort, to direct, to answer practical needs, to assist families of victims, and to educate residents to prevent further disasters. Ed O. was being rushed to the hospital after being taken from his burnt apartment at the same time that his brother from Maryland walked through the front door of Carroll Tower to visit after 20 years without seeing

him. Staff was on hand to break the news, to reunite them, and to support this man while he attended to his dying brother. Then, staff helped with funeral arrangements and conducted a memorial service in the building to remember Ed.

Clemente H.

Clemente was a familiar sight in Dexter Manor until he had to go to the nursing home after an operation. The RSC continued to visit him there and worked with the home's social service staff and then with home service agencies to get Clemente back to his apartment where he is able to live happily with support. Now, he is giving his familiar wave to other Dexter residents.

John M.:Some paranoia had brought enough isolation to John that he was resisting efforts to get help to maintain his apartment. Additionally, his health was failing. Killing two birds with one stone, the RSC persuaded him, over time, to see a doctor to get authorization for a state homemaker program. John is living happily and healthfully in his cleaner apartment.

Shoes

An unscrupulous company had contracted with some residents of one building for orthopedic shoes. They were never delivered. The RSC contacted another company who was able to come in, get the shoes that had been ordered, and give education classes to the residents about foot care, especially for the diabetic.

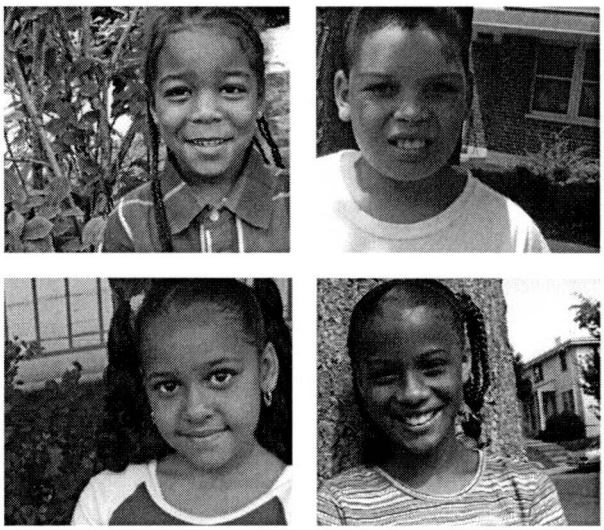
Steve O.

There had been some serious suicidal gestures over the past several months, and now, Steve was in the RSC office very drunk. The RSC enlisted the help of another and together kept the client talking until rescue could bring him to the hospital. This led to a long-term stay at rehab, and the resident is presently sober and recovering his health.

Fior M.

With failing vision, independent living was becoming more impossible for Fior. The RSC arranged home care which helped her remain as long as possible, but with a fall and a fracture, she ended up in a nursing home. The RSC was then instrumental in averting an unwise return to independent living and was able to educate family enough to guide Fior into a suitable assisted living facility where she is living safely and securely.

YOUTH PROGRAMS DIVISION



Youth Program participants from Manton Heights development

Fiscal Year 2004 was a year of great change within the Youth Program Division. Although we continued to meet our commitment to provide high quality after-school and summer programming to public housing youth for 38 weeks each year, in October 2003, we saw a nearly 40% reduction in the number of youth served due to funding elimination and staff cuts.

In total 569,916.81, was required to run the FY 04 program. This is about $100,000 less that the previous year, but it breaks down to a per-participant cost of $3,851 per participant per year. Below is a chart illustrating the last 5 years per participant cost. The per-participant cost, which we had managed to decrease since fiscal year 2001, increased significantly in fiscal year 2004. The increase is owed to the fact that there are certain fixed costs of the program that do not change despite the reduction of participants and hands-on staff.

Table 20. Cost per Participant in Youth Program

Year	Average Cost per Participant
1999 - 2000	$3,022
2000 - 2001	$3,769
2001-2002	$3,173
2002-2003	$2,851
2003-2004	$3,851

Despite drastic cuts, program services have not changed, and within the framework of both our After-School and summer program, we reached a total of 321 youth throughout the year. Below is a demographic breakdown of the youth we served.

Table 21. Youth Program Demographics – FY 2004

Category	Number	Percent
RACE/ETHNICITY		
Hispanic	203	63%
African /American	101	32%
Native American	9	3%
White	4	1%
Mixed Ethnicity	4	1%
GRADE IN SCHOOL		
1-2	76	24%
3-5	130	40%
6-8	93	29%
9-12	22	7%
GENDER		
Male	155	48%
Female	166	52%

Table 22. Youth Program Offerings

Category	Activities	Average Monthly Unduplicated Participation
Substance Abuse Prevention	• Weekly Botvin Life Skills Training Classes	145
Academic Programs	• Homework Help / Tutoring • Career Exploration	112
Computer Programs	• Computer Club • Drop-In Lab	135
Sports	• Boy's Basketball • Girl's Basketball • Football • Girl's Softball • Summer Sports and In-house Leagues	81
Arts, Cultural and Community Programs	• COPA • Girl Scouts • Youth Service Council • PC Pals • Children's Museum Learning Clubs • Yoga • Cooking Classes	132

Substance Abuse Prevention: Life Skills Training

All participants are required to attend a one hour Life Skills Training class for one hour each Monday. For the past five years, we have used The Botvin Life Skills Training Curriculum as a template for these classes. The curriculum has three major components:

- Personal Self-Management Skills.
- General Social Skills.
- Drug Resistance

Youth participated in these classes by age group; Grades 1-2, Grades 3-5, Grades 6 and up. Content for each class was determined by the grade level, but major topics were generally kept uniform. They included:

- Hygiene
- Nutrition
- Self Esteem
- Communication
- Conflict Resolution
- Dealing with Stress
- Peer Pressure Tobacco Prevention

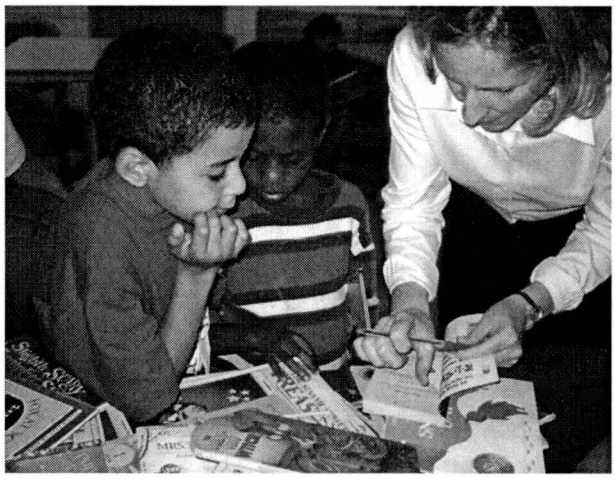
The Rhode Island Department of Health awarded us a $1000 mini-grant to pay for anti-tobacco skits and anti-smoking poster contest. A group of youth was chosen to prepare short skits to demonstrate the lessons they had learned about smoking in previous life skills classes. An anti-smoking poster contest was announced and the following week's life skills activities were dedicated to making posters with messages about the danger of smoking. Winners were chosen at each site and cash prizes awarded.

During Fire Prevention Week in October, staff at Chad Brown worked with the Providence Fire Department to coordinate activities for parents and youth around the theme of making fire escape plans for every household. Fire Safety experts from the department taught participants how to practice escape plans, crawl beneath the smoke, and call 911. The week's event was culminated with a Saturday celebration complete with fire trucks, Sparky the fire dog and pizza donated by Papa Ginos. Participants from all sites also participated in a fire safety poster contest on that same week. Winners were awarded cash prizes provided by the Housing Authority Insurance group.

Table 23. Site Enrollment and Average Weekly Attendance at SAPE

Year	Chad Brown #/%	Codding Court #/%	Hartford Park #/%	Manton Heights #/%	Total #/%
1999-2000	75/82%	NA	75/73%	75/82%	225/79%
2000-2001	80/88%	NA	70/94%	75/93%	225/91%
2001-2002	75/70%	35/75%	50/69%	75/79%	235/73%
2002-2003	75/69%	35/76%	35/75%	75/72%	220/73%
2003-2004	40/89%	25/91%	25/82%	40/91%	130/88%

Academic Programs



Youth Program participants getting "Homework Help"

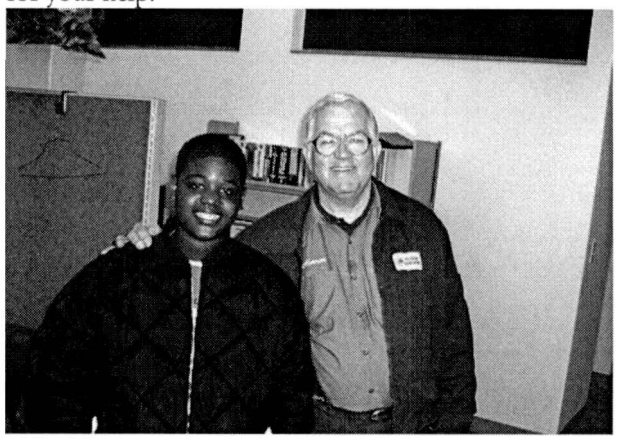
Homework Help is offered three days weekly at each site. As evidenced by the table below, youth have increased their participation in our homework help programs. One reason was the addition of more qualified tutors at each site. Through various relationships we have developed with Faculty and Staff at The Feinstein Center for Public Service at Providence College, we were able to welcome college students who volunteered their time as tutors at both Chad Brown and Codding Court. These students, who volunteered 1 to 3 days each week, depending on the program they were involved in, created relationships with our youth participants who began looking forward to homework time with their new friends from PC. Four high school students from Textron Chamber of Commerce were on hand one day a week at Manton Heights, also, assisting our youngest participants with their homework.

Table 24. Attendance at Homework Help Sessions FY 2000 – FY 2004

Site	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002	YTD Attendance 2002-2003	YTD Attendance 2003-2004
Chad Brown	875	789	763	747	919
Codding Court	NA	NA	1,838	1,331	1313
Hartford Park	866	1049	1,101	613	948
Manton Heights	946	770	1,276	961	1897

✶ CARER EXPLORATION

This was also the second year for PHA career day, a small part of a comprehensive career education component of our after school program Participants ages 12 and older were matched with a PHA staff person in order to explore a career of choice and meet a real person who worked in that same career. This year, twenty youth participated and explored careers in law enforcement, administration, education, construction, and social work. They not only had time to interview their career mentor, but accomplished tasks such as making a flyer, finishing a report and reformatting a computer. After the day, one student wrote, "I'll never forget what you told me, thank you for your help."



A Youth Program participant exploring careers with a PHA employee

Computer Club

A monthly average of 135 youth from four family developments logged 2,037 hours in computer club activities. Activities were held once a week at three community center sites; Manton Heights, Codding Court and Chad Brown.

The Computer Resource Specialist (CRS), who was newly hired in October 2003, designed and facilitated Computer Club activities with the help of Computer Lab Assistants (CLA). The goal of Computer Club is to teach Youth Program participants basic computer skills through weekly activities that engage their interests. The table following shows a sample of this year's weekly Computer Club activities and the skills they aim to teach.

Table 25. Weekly Computer Club Activities and Skills Areas

Activity	Microsoft Word	Microsoft Publisher	Accessing/ Searching the Internet	Typing	Downloading a file	Finding a file	Using Word Art	Using a Template	Using Clip Art	Formatting borders and text
Internet Photos			✔		✔	✔				
Holiday Recipes	✔		✔	✔						
Activity Work Books	✔		✔		✔					
Web Pages	✔							✔		
Greeting Cards		✔						✔	✔	✔
Calendars		✔						✔	✔	✔
Student Profiles	✔			✔			✔			
Black History Month - Created a collage - Black Heritage Quiz	✔		✔		✔					
Mouse Pads	✔						✔		✔	✔

Table 26. Attendance at Computer Club

Site	YTD Attendance 1999-2000	YTD Attendance 2000-2001	YTD Attendance 2001-2002	YTD Attendance 2002-2003	YTD Attendance 2003-2004
Chad Brown	38	272	541	569	505
Codding Court	0	0	296	592	449
Hartford Park	64	199	225	624	330
Manton Heights	33	251	581	1302	753

Drop-in Labs

A CLA is available for drop in lab on site four days weekly at three community center sites; Chad Brown, Codding Court and Manton Heights. On these days, labs are open for drop in activities with preference going to those who need to use the computer to do homework. Drop in lab activities range from homework assistance, Internet searches, Internet games, and educational software. In the past fiscal year, students logged 5,098 hours in drop-in lab.

In June 2004, to add to the services available in our computer labs, we contracted with Tutor.com to supply live internet-based homework help services to all youth program participants. This service will greatly increase our ability to use the computer labs as an educational tool. Implementation of this program will begin in September of 2004.

Sports

The PHA Sports Coordinator divided his time this year between coaching league sports and organizing on site intramural competitions. A monthly average of 81 youth participated in these activities. The majority of those participating were the youth in grades 6 and above. Organized sports have traditionally been the strongest draw for the older youth in our program, and this year was not any different. Of the 23 youth in grades 9 to 12, 90% participated in a league sport. For this reason, organized sports plays a crucial role in helping staff bring older youth to the community center and involve them in activities vital to their personal development.



PHA Girls' Basketball Team players with their championship trophies

FY 2004 was the year for girls' sports at the PHA. Girls Basketball evolved from a one season pass-time to a year long adventure. Girl's participated in three leagues from December to June and finished no less than second place in each league. When they weren't playing basketball, they were swinging bats on the Silver Lake Little Leagues girl's softball team. Again, they finished first in their league and all but 2 of the girl's were named to the Silver Lake all-star team.

Boys had the opportunity of participating in football and basketball this year. This was the second year we participated with the Edgewood Eagles football team. Football has proven not to be for the weak of spirit. It has required the most dedication of any sport. Those who participated practiced every night and played games on the weekend. Of the 20 interested players who tried out and practiced for the first month, only 11 actually made it to the game season. Participation in Edgewood Eagles football taught more than just tackling and ball handling, it taught a lesson in personal responsibility to those who made it through the season.

Boys participated in their third year in the Pawtucket Boys and Girls Club basketball league and were crowned as league champs after a devastating defeat to the number one team in the league. When not on a league, the boy's team traveled to local tournaments or scrimmaged with area high school teams.

Table 27. Organized Sports Results FY 2004

Team	Description	Record
Boys' Football	Edgewood Eagles Varsity	6 wins, 3 losses
	Edgewood Eagles Jr. Varsity	7 wins, 2 losses
	Edgewood Eagles Pee Wee	6 wins, 3 losses
Boys' Basketball	Pawtucket Boys and Girls Club Ages 13 - 15	12 wins, 1 loss League Champs
Girls' Basketball	Pawtucket Boys and Girls Club Age 12 – 14	8 wins 3 losses
	Providence Rec Ages 12 – 14	9 wins 3 losses League Champs
Girls' Softball	Silver Lake Little League Age 10-12	10 wins, 2 losses Division Champs

To encouraged physical fitness and the love of competition for younger youth program participants, not eligible for league sports, the sports coordinator also introduced intramural sports for each program site. Sites competed once weekly at the Hartford Park gym. They learned games such as dodgeball, floor hockey, basketball, and volleyball. Each week, an average of 20 youth from four sites participated in these games.

Arts, Culture and Community Programs

✶ GIRL SCOUTS



A Girl Scout troop participant receiving a new honor badge

This was the second year of Girl Scouting at our three program sites. The Girl Scouts of RI who received a grant from HUD to serve public housing youth hired part-time leaders who collaborated with on-site staff to run weekly Girl Scout meetings for girls ages six to twelve. As this was the second year for the program, we saw an increase in its popularity and demand with a total of 45 girls participating. Parents sought to enroll girl in the youth program specifically for the opportunity of being part of a Girl Scout troop. This year, as the troops became more organized, girls earned badges and were given sashes to prominently display their achievements. They were a great source of pride for many girls. They also held their first cookie sale. It was conducted in the form of a one day on-site direct sale at each site. But within those short, one day events, girls managed to sell almost 400 boxes of cookies to support their troops and earn camp credit for the summer. Our girls also attended many special events organized by the girl scouts including, Math/Science Day, Family Camp Day, and trip to the circus.

✶ COMMUNITY OUTREACH THROUGH THE PERFORMING ARTS (COPA)

The Community Outreach through the Performing Arts (COPA) program, sponsored by Brown University's Swearer Center for Public Service continued to be our best vehicle for introducing visual and performing arts to the youth in our programs. Volunteers Brown taught classes at each site including theater, dance, drumming, art, and music to an average of 93 youth week for 18 weeks in the year. This amounted to 789 participant hours of classes in the visual and performing arts. To celebrate what they learned, youth attended two COPA-FEST events at Brown, where they displayed artwork and performed their talents. They also had the opportunity to enjoy the performances of Brown students and area groups such as the Community Music Works.

Youth Service Council

Although it remained as a functioning program, the youth service council acted without formal facilitation from a coordinator. Small groups from each site chose projects to carry out at their own community center. Youth from Chad Brown volunteered to serve snack each day as well as lead cooking classes for younger participants once each week. Two council members at Codding Court volunteered their time tutoring and reading to two of the youngest participants at their site. Council members from all sites also organized Earth Day activities for their site. They designed and produced t-shirts for all participants, posted sign-up sheets, and planned out the areas to conduct their clean-ups. This project, alone brought over 40 volunteers between the three sites and taught a valuable lesson in community pride.



Youth Program participants cleaning up their grounds on Earth Day

Youth Survey

Seventy-eight percent of enrolled youth responded to our satisfaction survey. Of those who responded, 98% stated that overall, programs were great or good. Among specific programs that were ranked high were Substance Abuse Prevention; 90% of those who participated ranked it as good or great, Girl Scouts; 94% of those who participated ranked it as good or great, computer club; 95% of those who participated ranked it as good or great, and organized sports; 99% of those who participated ranked it as good or great

Figure 7. Overall Satisfaction

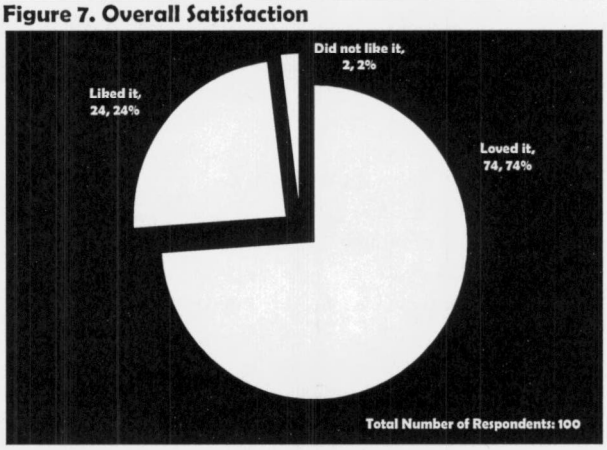


Figure 8. Safety at the Community Center

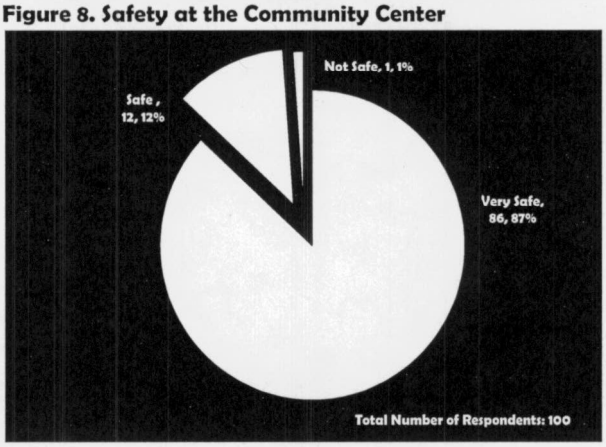
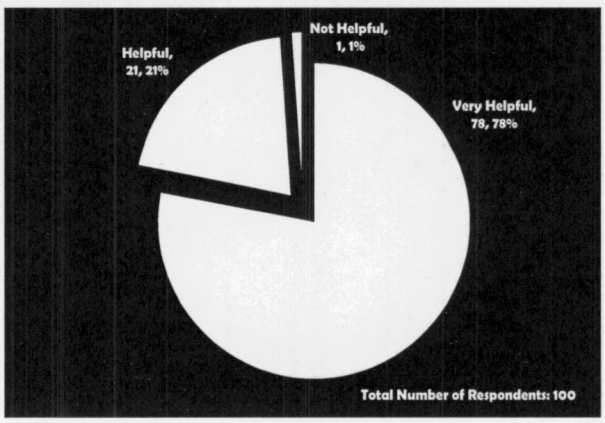


Figure 9. Staff Helpfulness



Parent Survey

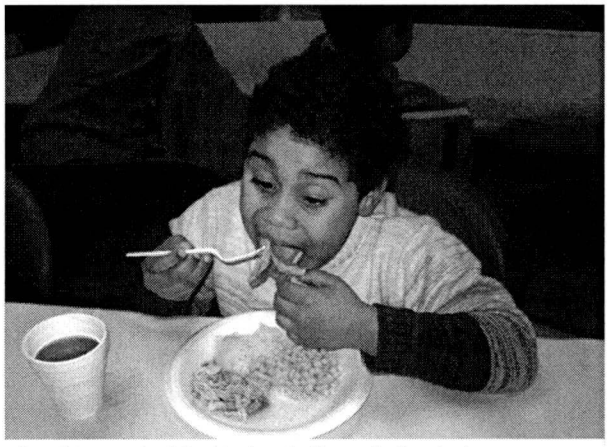
Approximately 180 parent surveys were mailed to heads of household whose children participated in the youth program. This was the second year we surveyed parents and this year we received double the response from last year. 72 parents (40%) responded to the survey. Response for the most part was very positive. Ninety-six percent rated their satisfaction to overall programming as very satisfied or satisfied. According to 99%, the community centers were a safe place to send their children, and 94 % said the staff was helpful.

Below are some comments from the 2004 surveys:

- Youth: The program is a great place to learn and meet more friends.
- Youth: I just want to say that I like the program so much, and that is all I want to say.
- Parent: I like the program because at the same time my kids are enjoying themselves, they are learning and socializing with other kids.
- Parent: I used to be afraid to enroll my kids because I thought that without my supervision, something would happen to them, now I feel safe, satisfied and grateful.
- Parent: The program is wonderful and if I had another chance I'll put them again. Thank you for your services.

Youth Stories

Throughout the years, staff have recognized that the key to success in PHA youth programs is creating relationships with children. No matter how many times a participant attends computer club, eats snacks, plays basketball and works on his homework, if we haven't taken the time to know that child and be involved in his life, we can have no impact. Luckily, it is at this point where our staff excels. Below are a few stories about the kids we know and how the program has affected their lives.

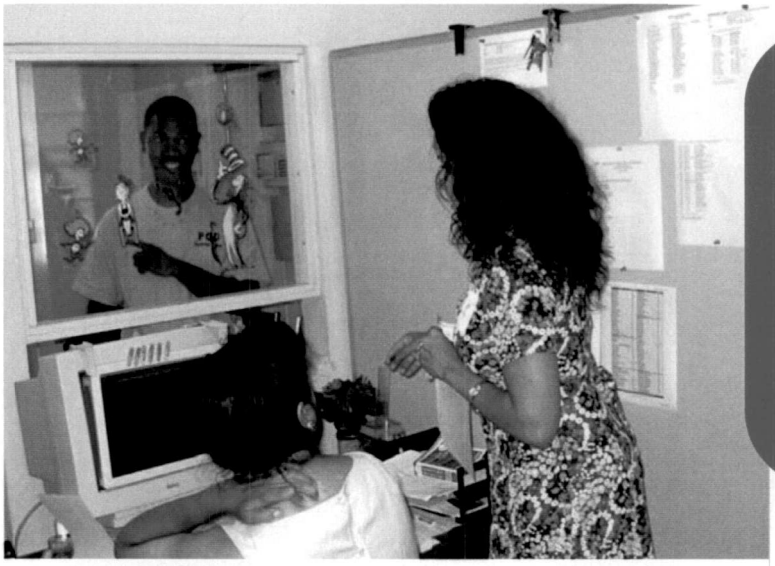


A youth program participant having a healthy snack after school

Because of the nature of the program it is sometimes difficult to keep a youngster focused past his or her 15th birthday. However, there are exceptions including a bright young man in the Manton Heights youth program. RP came to us as a very quiet 10 year old. The only time RP spoke was when he was spoken to, which is quite contrary to the atmosphere in a community center. Very slowly RP became comfortable and, the rest is history. RP is a good student and an outstanding program participant. He is an active member in computer club, the basketball team, never misses prevention activities, is popular among his peers, and communicates well with the younger children in the program. In the summer of 2003, he completed a summer work-experience at the community center where he helped staff with the daily summer program routine. He also participated in the PHA career day where he visited the PHU. His dream is to be a police officer one day, as his uncle is. In June 2003 he was named the Athlete of the Year for Manton Heights.

RM is a youth program participant from Hartford Park. She had been active in the program up until last year when she almost single-handedly organized the youth service council's Community Unity Festival. This year, as a busy senior in high school, she left the program and started working a part-time job. This did not keep her from keeping in touch with YP staff and letting us know of her success. In June, RM graduated from Mount Pleasant High School and was accepted to Rhode Island College. This summer she is working two jobs to make money for college and is looking forward to September when she will enroll in the nursing program at RIC.

DT has been a more difficult participant in the youth programs. A constant topic in staff meetings and more than once on the verge of expulsion, DT has presented a challenge for anyone who has worked with her. She has been argumentative, disrespectful and disruptive. Nevertheless, we had decided to work with this young lady and tried to help her understand the limits for her behavior in the program. She has not become participant of the year, overnight, but in the last year, all staff have seen a change in her ways. She is sometimes the first to edit her own rude comments, and she bites her tongue when she wants to answer back to staff. She worked hard to sell the most cookies for the Girl Scouts; over 50 boxes!! She also collaborated with a family member to create a winning poster in the anti-smoking poster contest. Our work with DT has proven that sometimes, small steps can be as rewarding as big results.



A Family Development Manager and Management Aide assist a resident.

Department of Housing Management

DIRECTOR'S OVERVIEW

In FY 2004, the Housing Management Department achieved its primary objectives. In the coming year, we face many new challenges. There will be fewer resources, but more regulations, requirements, and goals to meet. As our budget tightens we must choose our most important tasks to complete. We continue to achieve our goals but external forces continue to have an impact on how we conduct business.

The housing market in the City of Providence has tightened and has caused our applicant waiting pool to grow, and causes fewer families to leave subsidized housing. The Department of Housing and Urban Development (HUD) continues to make changes by automating their systems and requirements. The Public and Indian Housing Information Center (PIC) system has added new modules. Third-party income verifications have become increasingly more difficult to get. HUD addressed this by requiring public housing authorities to use the Tenant Assessment Subsystem (TASS) verification process, which provides income data.

The Housing Management Department is organized into four Divisions:

- Administrative
- Family Development Management
- Elderly Development Management
- Resident Selection

The Housing Management Staff consists of 30 permanent employees and one temporary employee.

The Housing Management staff brings many years of professional housing experience to our organization. The formal education level of Housing Management staff consists of five BA degrees (16.1%), 5 Associate degrees (16.1%), and another eight (25.9%) housing management staff members with some college. Management staff collectively has hundreds of certificates and awards. A total of 12 persons (38.7%) are bi-lingual. The languages include Spanish, French, Portuguese, Italian, and Armenian. The majority of management's permanent staff is women (26-83.9%). The racial breakdown is as follows: nine (29%) White, nine (29%) Black, 12 (39%) Hispanic, and 1 (3%) other.

Economic

Our average rent in FY 2004 was $215. This is $3 higher than FY 2003. Our increase is insubstantial compared to the private market rents. PHA monthly rents have increased by small amounts every year since FY 1995. The increase in our average rent helps the PHA to meet increased costs, while Federal Regulations have reduced the amounts of rent we can charge tenants. The Income Disregards and Flat Rents help tenants become more economically independent but mean less rent for us. Our average rent could be higher without these requirements. HUD does not compensate us for the loss of rents. Tenant charges represent approximately 44% ($580,000 per month) of the PHA's operating budget.

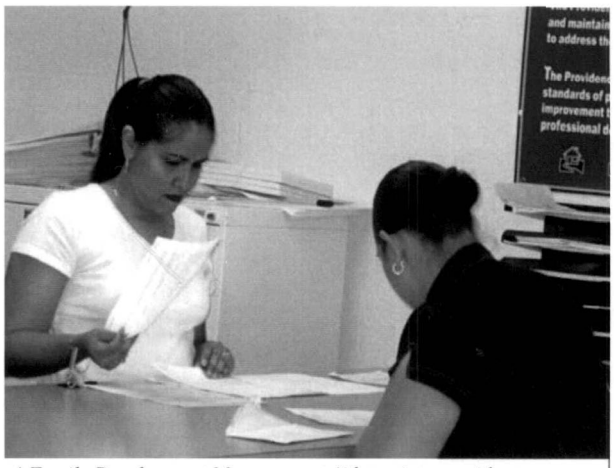
The PHA currently has a preference for working families. Twenty-five percent of all applicants receiving housing have a working family member. This encourages working families to apply for Public Housing and will help increase our average rent in the future.

The Federal and State governments are encouraging families to go to work. Welfare-to-Work programs have an affect on the Housing Authority's budget. HUD requires Housing Authorities to offer tenants a Flat Rent. The PHA must calculate the 95th percentile of rents paid for units by bedroom size. The amount determined is the maximum amount to be paid to the Housing Authority for a unit if the family requests flat rent. The family has the option to choose an income-based rent or flat rent annually. This helps families who have high incomes pay less rent. This also means we receive less rent and encourages families to stay in public housing, especially when market rents are high. In the coming year the President of the United States and Congress are proposing funding cuts in operating subsidies for public housing authorities. HUD conducted the PHA's first Rental Integrity Management (RIM) review this year. The Government Accounting Office (GAO) designated HUD's rental housing assistance programs as one of 22 high-risk federal government areas. They estimate that 60 percent of rent calculations in subsidized housing contain some type of error and that HUD overpays $2.3 billion in annual housing subsidy. Presidential Management Initiative #10 mandates HUD to reduce errors by 50 percent by 2005. To answer this call HUD implemented the Rental Integrity Monitoring (RIM) review and began auditing Housing Authorities. The Housing Management Department and Rental Housing Department were reviewed this year. HUD identified several areas of concern and the PHA responded to their concerns. Another RIM review will be conducted next year.

The increase in our average rent helps the PHA to meet increased cost, while Federal Regulations have reduced the amounts of rent we can charge tenants.

PHM Certifications

In FY 2004, a total of 13 (41.9%) Housing Management employees are Public Housing Management (PHM) certified by the National Association of Housing and Redevelopment Officials (NAHRO), or Nan McKay Associates. The PHM certification is now offered through the Housing Television Network (HTVN) in our new Facilities Management training room. The Public Housing Manager (PHM) certification is a HUD requirement for employees managing 50 units or more of subsidized housing. All PHA Managers have been certified.



A Family Development Management Aide assists a resident.

Community Service Requirement

The Community Service Rule work requirement was implemented by Management staff this year. Congress had previously eliminated it but reinstated the rule this year. Families living in Public Housing that are not employed or in school, are required to complete eight hours of Community Service a month. Staff must monitor the hours of service performed by each eligible member. Volunteering their time help residents gain experience and make them more employable. Social factors have an impact on this process, but HUD regulations are moving families towards economic independence. Single parent families and even violence in the community have an effect on a family's success. In the Housing Management Department when we have resident volunteers, most of them are looking for the opportunity of employment. Some of these volunteers deal with issues such as, daycare, and transportation, lack of experience, lack of training, and language barriers, but they still volunteer to gain experience and become more employable. If a family member does not comply with the Community Service Requirement, the family's lease will not be renewed and they are required to move.

Marketing Efforts

There are thirty-eight cities and towns in Rhode Island with 438,579 units available. Providence's share is 67,915 available units. The state has 34,617 (7.9%) low and moderate income units available and Providence's share is 9,294 (27%). The Providence Housing Authority accounts for 42.8% of the city's Elderly Low and Moderate Income (LMI) housing units and 57.2% of the city's family LMI units.

The housing market in the Rhode Island and surrounding states, (Connecticut and Massachusetts) has contributed to the increase in applications and occupancy at the PHA this year. Rents are increasing in all three states and property prices have been on the rise. Subsidized housing has been relatively stable during this time, which has increased demand. We compete with thousands of subsidized, federally assisted, and privately owned units in our area.

The PHA's Marketing Plan is up-dated on an annual basis. We participate in community events, informational mailings to social service providers and advertising in an effort to improve our application intake. Ads are placed in the Providence Journal, Prime Time (Seniors Newspaper) and local minority newspapers. Surveys are conducted to determine if applicants are interested in alternative housing options. We have set-up information booths at events to market our developments. We up-date our social service and community contact list. We also refer families in need of housing to others housing providers when their need is immediate. The Providence Housing Authority does not have emergency housing and in some cases applicants wait years for an available unit. Special efforts are made to lease efficiency units, which have traditionally been hard to lease. Because of changes in the housing market this is changing. Our waiting list in all bedroom sizes has increased and the wait to receive a unit is getting longer. HUD has increased the PHA's occupancy goal from 95% to 97%. We continue our marketing efforts to maintain high occupancy and attract quality applicants to our agency.

Rent Collection

The Housing Authority's approved budget level changes from year to year. In FY 2004, the department achieved its overall collection objective of 93% or more of rents charged. In our family developments, the rent collection objective is 92%; 94% in the elderly/disabled developments. In FY 2004, the Housing Management Department collected 95% of all rents charged. These objectives are monitored in our Goals Management Plan (GMP). The Director of Housing Management works with our Managers and the PHA attorney to keep our collection level high. This year the PHA hired a new attorney to conduct evictions. She has provided training for management staff in an effort to increase their success in court.

RESIDENT SELECTION OFFICE

Applications

A total of 1,783 new applications were received this year, an 11% increase from last year's 1,601 new applications. The family waiting list continues to be open through a pre-applications process. As of June 30, 2004, there were 3,565 families on the pre-applicant waiting list. An additional 1,656 have been transferred to the active waiting list or withdrawn for failing to respond to appointment and/or update letters. The waiting list for the elderly/disabled units has remained open to all qualified applicants.

Figure 1. New Applications Received FY 2004

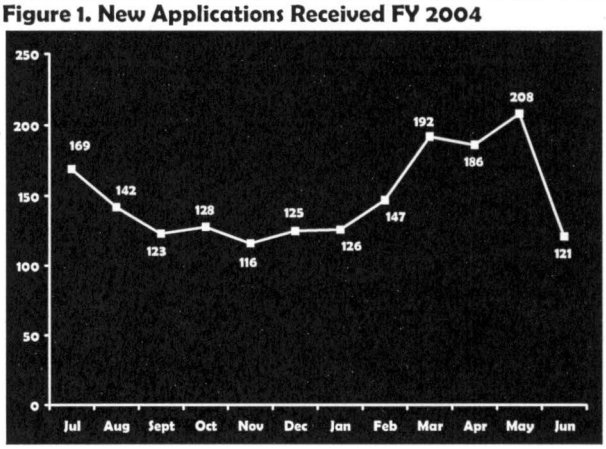
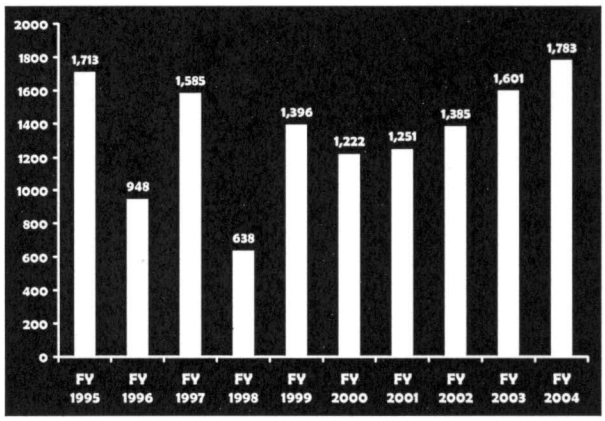


Figure 2. New Applications FY 1995 – FY 2004



Waiting List

At the end of FY 2004, there were 944 individuals and families on the PHA's waiting list, a 21% increase from 781 in FY 2003. Applicants for efficiencies and two-bedroom units make up 41% and 24% of the waiting list, respectively. Applicants waiting for one-bedroom units and three-bedroom units comprise 18% and 11% of the waiting list. Four percent of the applicants on the waiting list qualify for four-bedroom units. The remaining two percent are applying for five-bedroom units.

Figure 3. Waiting List by Number of Bedrooms FY 2004

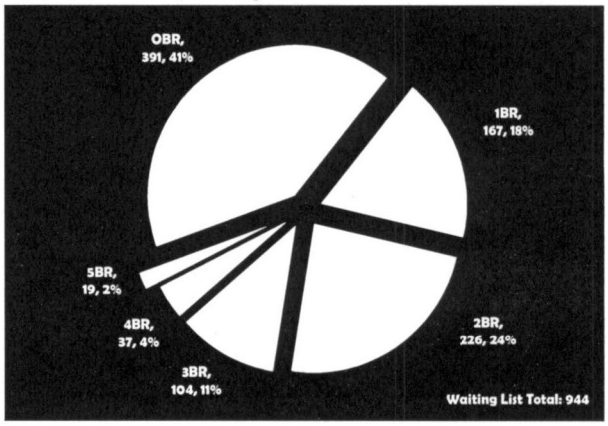
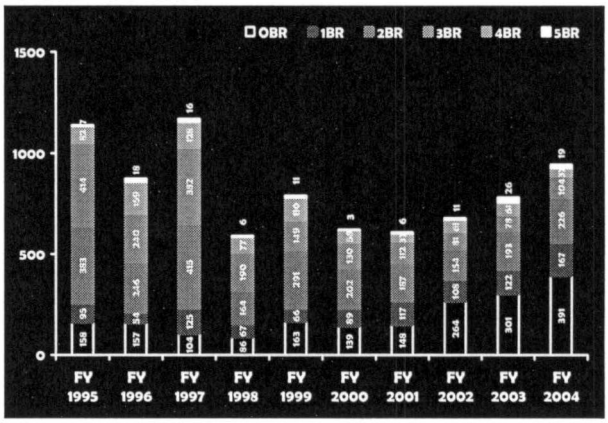


Figure 4. Waiting List by Number of Bedrooms FY 1995 – FY 2004



The average wait for an available unit has increased significantly for both the family and elderly developments during FY 2004. Families presently comprise 44% of the applicants on the public housing waiting list. Because the average wait can be 3-4 years and affordable housing is scarce, families tend not to refuse units and, once they are admitted, stay in public housing for a longer period of time. This decreases the number of vacant units, thus increasing the average wait for new applicants.

Applicants applying for elderly/disabled developments have also experienced a dramatic increase in the waiting period. In the past, an elderly/disabled person could have been housed in a studio apartment within 3-6 months from the date of application. Currently most applicants wait over one year before being offered an apartment. Again, the lack of affordable housing is the primary reason for this change.

Applicant Interviews

The Resident Selection staff scheduled 2,423 interviews during FY 2004. This is a two percent increase from the 2,368 scheduled interviews in FY 2003. The staff actually conducted 1,303 interviews for prospective residents. An additional 1,120 (46%) applicants failed to appear for their scheduled interview. These numbers include the processing of the pre-applicants integrated to the waiting list and the elderly/disabled who continued to apply throughout the year.

Figure 5. Interviews FY 2004

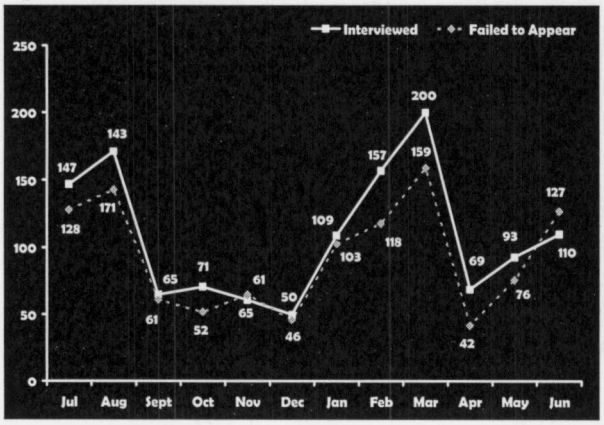
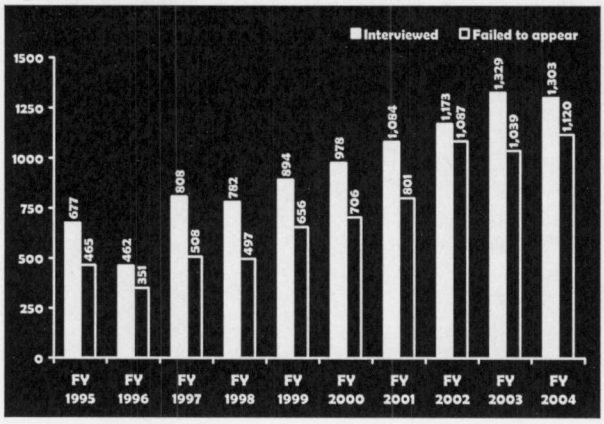


Figure 6. Interviews FY 1995 – FY 2004



Home Visits

Home visits are an essential part of our screening process. The PHA schedules home visits with applicant families with no prior criminal record. Applicants are notified by mail at least one week prior to the visit. During the visit, Resident Selection Office staff updates the family's application, evaluates its housekeeping habits, and speaks with its landlord to further determine family eligibility.

Figure 7. Home Visits FY 2004

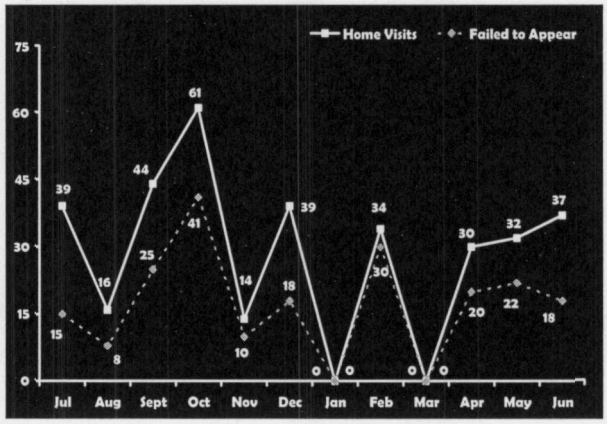
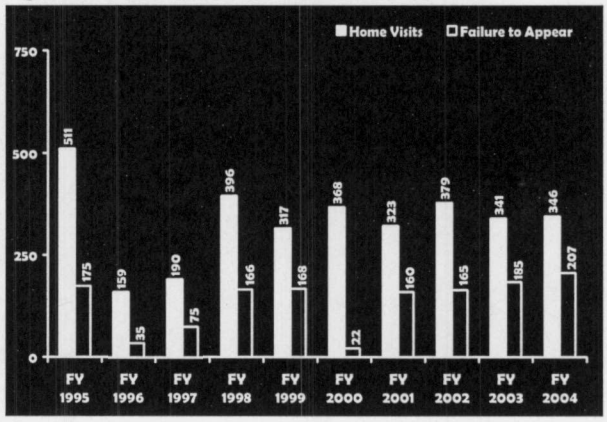


Figure 8. Home Visits FY 1995 – FY 2004



In FY 2004, the Resident Selection Office scheduled 553 families for home visits. Of the scheduled visits, 346 home visits were conducted and 207 (37%) applicants did not keep the appointment. Applicants who do not have acceptable housekeeping habits or whose landlord testifies that they were poor tenants due to rent paying habits, damages or complaints, may be denied public housing. Of the 346 families visited, 67 (nineteen percent) were denied housing based on the

Applicants applying for elderly / disabled developments have also experienced a dramatic increase in the waiting period.

housekeeping conditions observed on the homevisit or the poor rental references received.

Applicant Denials

The PHA conducts criminal background reviews of each public housing applicant 18 years of age and over. Because criminal records are the primary reason for applicant denial, background checks are conducted early in the screening process.

Figure 9. Applicant Denials FY 2004

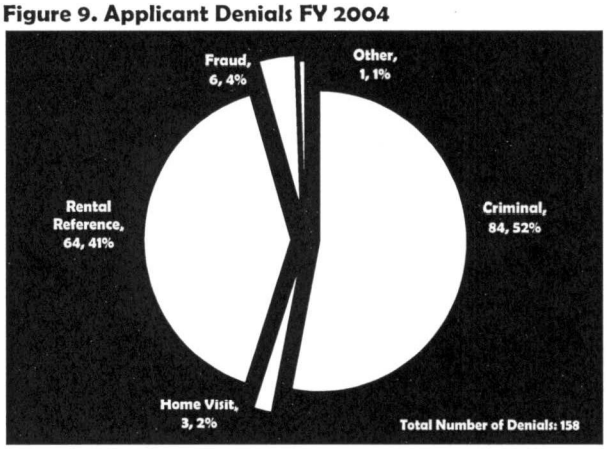
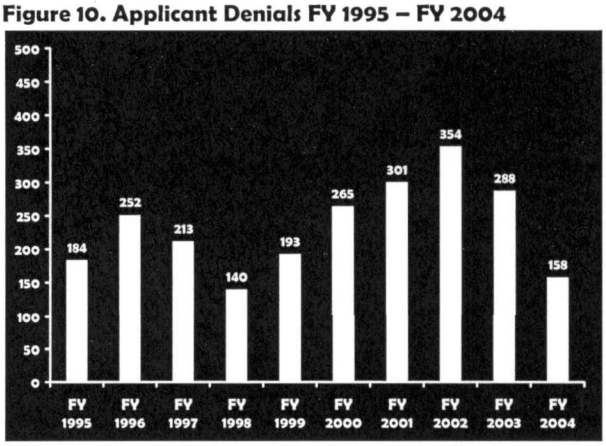


Figure 10. Applicant Denials FY 1995 – FY 2004



Resident Selection denies any applicant with a criminal record within the past 10 years. The PHA notifies ineligible applicants in writing. Any denied applicant may request an informal conference with the Resident Selection Manager to discuss the reasons for the denial. If the matter is not resolved, the applicant may request a formal grievance hearing with a three-member panel that determines final applicant eligibility.

There were a total of 158 applicant denials in FY 2004, a 45% decrease from lasts year's 288 denials. During FY 2004, the PHA denied housing to 84 applicants based on his/her criminal record, accounting for 53% of all denials. Unsatisfactory rental references are another reason for an applicant to be rejected. In FY 2004, 42% of the 158 denials were for poor rental references. An additional five percent were denied for other reasons.

Ineligibility Conferences / Formal Grievance Hearings

Once an applicant is denied admission to public housing for any reason, he or she is afforded several opportunities to appeal the decision. The first step in an appeal is to schedule an informal conference with the Resident Selection Manager to request reconsideration of the decision. In FY 2004, the Resident Selection Manager conducted 115 informal conferences and reversed the initial determination of ineligibility in nine (eight percent) instances when the applicant provided information or references that attested to the applicant's ability to meet PHA resident selection standards. Should the applicant still be denied admission, he or she may request a formal grievance hearing before a three-person panel comprised of a PHA staff member, a public housing resident, and a member of a nonprofit social service agency. In FY 2004, eleven (11) formal grievance hearings were held and the panel upheld the PHA's initial ruling in all but one case.

Figure 11. Ineligibility Conferences FY 2004

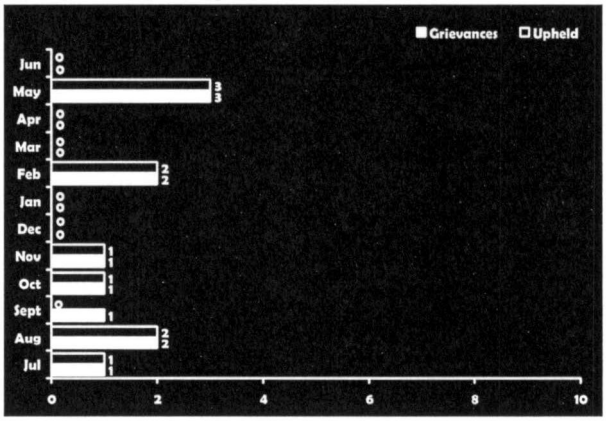
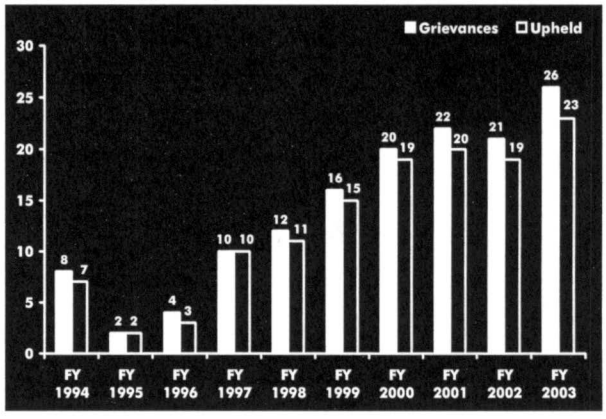


Figure 12 Ineligibility Conferences FY 1995 – FY 2004



Preparation for Community Living

Applicants applying for the family developments are scheduled to attend the one-day session of the Preparation for Community Living Program. This program includes an orientation about the remaining application process and leasing procedures. It also instructs residents on how to budget their funds, minor maintenance and other topics that will assist them to live in a public housing community. This training is a mandatory requirement for all applicants applying for family housing. Those who do not attend the scheduled Preparation for Community Living Program are withdrawn form the waiting list for failing to comply with the screening process.

Figure 13. Unit Offers: Accepted/Refused FY 2004

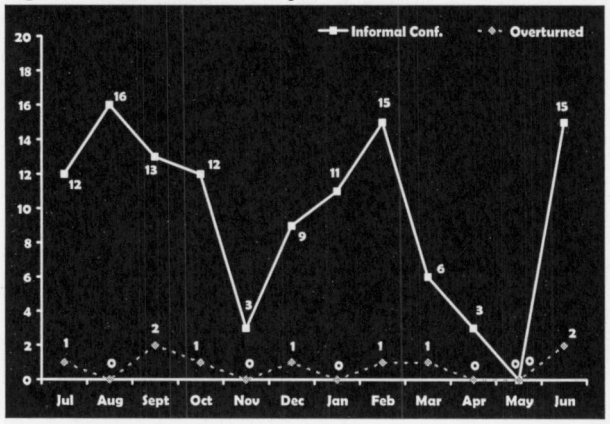
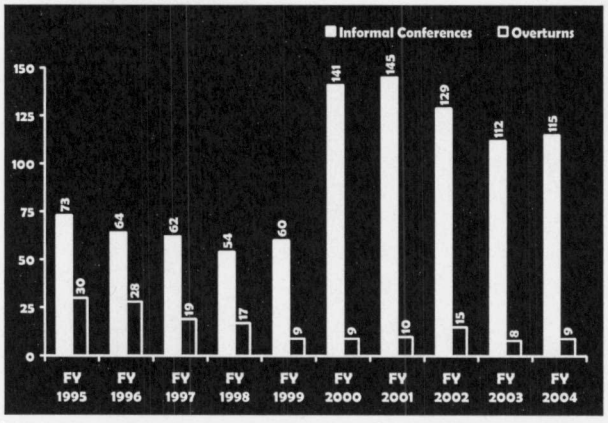


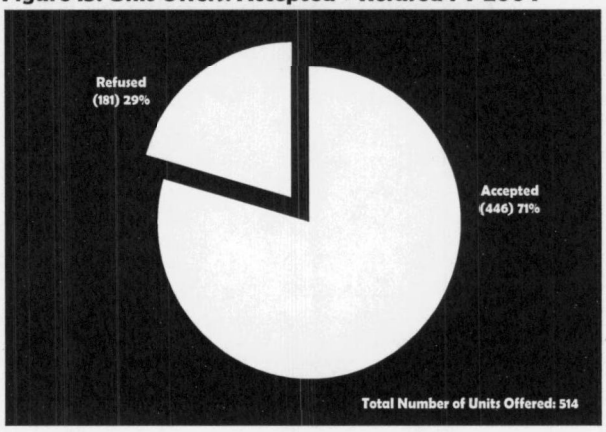
Figure 14. Unit Offers: Accepted/Refused FY 1995 – FY 2004



Unit Offers: Accepted/Refused

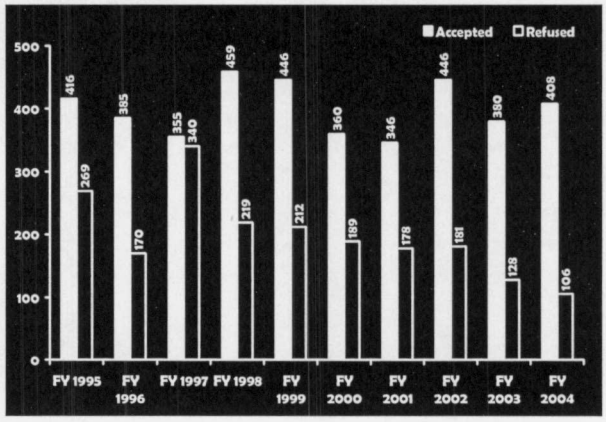
When an applicant's name reaches the top of the waiting list he or she is offered a unit at the development with the highest number of vacancies. Applicants are not allowed to wait at the top of the waiting list until a unit is available at the development of his or her choice.

Figure 15. Unit Offers: Accepted + Refused FY 2004



In FY 2004, the PHA offered 514 units to applicants on the waiting list. Of this number, 408 (79%) families/individuals responded and accepted units and 106 (21%) did not respond or refused units. An additional 17 applicant folders were remitted to the developments and returned for various reasons.

Figure 16 – Unit Offers: Accepted and Refused FY 1995 – FY 2004

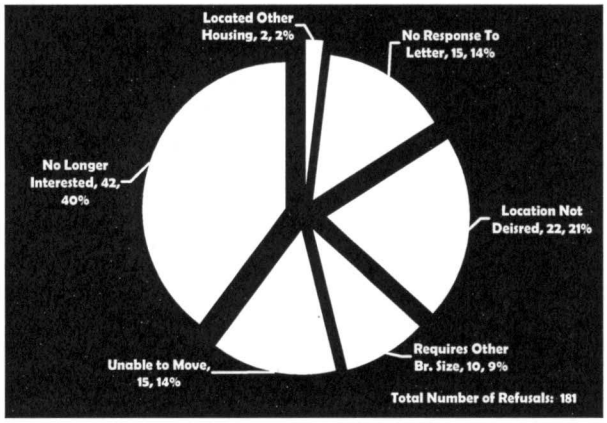


The percentage of units refused has consistently decreased each year since FY 01. There are a number of factors that may contribute to the decrease in refusals. Again, the long waiting periods and the lack of affordable housing discourage applicants from refusing the unit offered. Also, the pre-application process gives us the ability to control the number of applicants on our active waiting list. When the waiting list is manageable we are able to have personal contact with applicants as they approach the top of the waiting list and prepare them for their offer of public housing. This ability to keep our applicants informed of their progress on the waiting list has resulted in fewer refusals.

Reasons for Unit Refusals

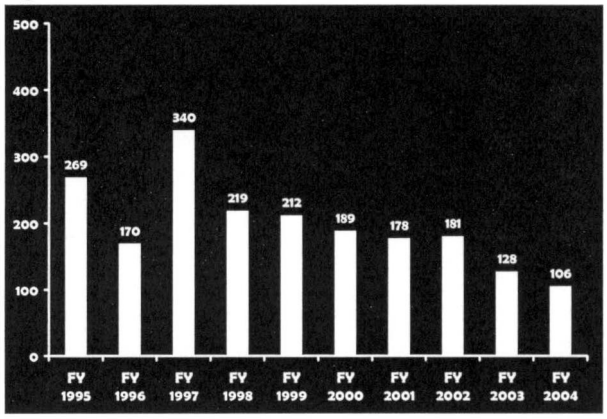
When an applicant refuses a unit or does not answer the Manager's notice of an available unit, the file is returned to the Resident Selection Office which tracks the reasons for the refusals on a monthly basis. The PHA uses this information to determine flaws in its marketing strategies and applicant screening process. Some applicants fail to respond to notification of apartment availability. Others find different accommodations, lose interest, fail to show for leasing, or require larger units.

Figure 17. Reasons for Unit Refusals FY 2004



The primary reason for unit refusal in FY 2004 was no longer interested (40%), followed by location not desired (21%). Fourteen percent refused because they were unable to move and an additional fourteen percent did not respond to the leasing letter. Anyone refusing a unit is dropped to the bottom of the waiting list. Before being terminated from the waiting list, each applicant is sent a final letter to give them an opportunity to remain on the list.

Figure 18. Unit Refusals FY 1995 – FY 2004



OCCUPANCY DATA

In FY 2004 our occupancy has improved. We achieved a 98% occupancy rate. The housing market in the City of Providence and state is changing. More families are looking for fewer available units. The cost of private market housing has increased. This has resulted in our waiting list getting larger. In FY 2003 our occupancy rate was 97%, which is 1% below this year. This year's occupancy rate is the highest achieved since FY 1995. This fiscal year our waiting list increased by 21% and in FY 2003 increased of 16%. In FY 2004 HUD increased our approved occupancy rate from 95% in FY 2003 to 97%. Management's occupancy goal is to be achieved on a monthly basis. This year our goal was achieved 11 of the 12 months, and the only month we failed to achieve the goal we missed it by .1%. Management continues to have problems leasing units in high crime areas. When crimes are reported as happening in our developments it has a negative impact on our image in the community. This normally will have a negative impact on occupancy, but when the housing market is tight, a family must carefully consider their housing options. If a Public Housing unit is offered to a family and they refuse it, their name drops to the bottom of our waiting list. A family can wait 3-4 years before they reach the top of the waiting list and are offered another unit. To encourage a family to accept a unit in a high crime area management continues to provide some incentives for them to lease the unit. Management will offer to waive the security deposit if a family first refuses the unit in a high crime area. In the past management would offer a hard to lease unit to several different families before they found a family to accept the unit. More families are taking a chance on accepting units now because our occupancy rate is higher and we have fewer vacant units. During the year management has reduced the number of transfers being facilitated. This allows us to increase occupancy by leasing available units to new tenants. In FY 2004 management allowed 104 families to transfer. Transfers have a negative impact on occupancy. They require the efforts to lease the unit and work to prepare the unit for occupancy but do not increase occupancy. In June of 2004 we ended the fiscal year with 319 families waiting to be transferred. Last year during the same period we had 322 families waiting to be transferred. The Executive Director regulates the flow of transfers. He allows the Housing Management Department to increase transfers when occupancy is high and decrease them when occupancy is low. In FY 2004 the Executive Director stopped offering families participating in our Family Self Sufficiency (FSS) program an opportunity to transfer to a Scattered Site unit. Our Family Self Sufficiency

(FSS) program leads to economic independence, but also increases vacancies.

Our homeownership program is a positive step for a family, but also has moved families out of public housing. The PHA's mission as an agency is to encourage economic independence, so although these programs may have a negative impact on public housing occupancy, they are in line with our mission.

Occupancy at our elderly/disabled developments has improved this year. Our elderly housing waiting list has increased and so has the wait for units. Efficiency units have been a problem to lease in the past, but the changing housing market and our marketing efforts have had a positive impact on our waiting pool of applicants. We have an adequate supply of applicants to fill all available units.

Figure 19. Lease Rate FY 2004

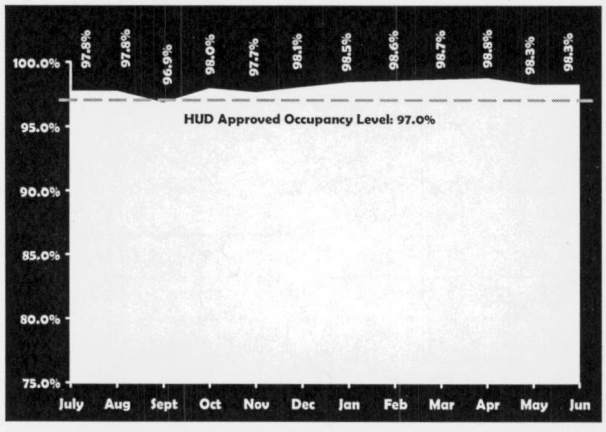
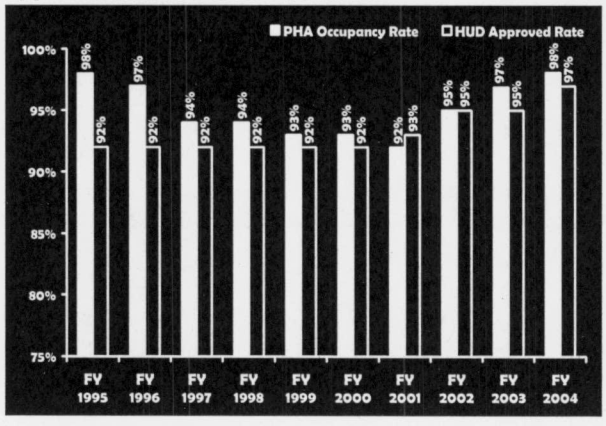


Figure 20. Occupancy Rate Compared to HUD Approved Level FY 1995 – FY 2004

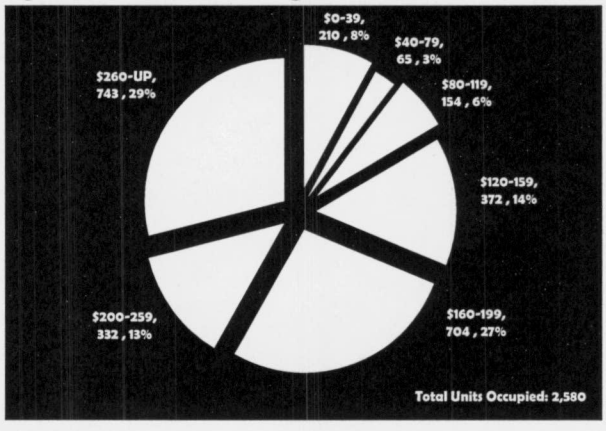


The Housing Management Department has achieved the HUD-approved occupancy goal nine of the past ten years. Figure 20 illustrates that over the course of 10 fiscal years, occupancy has not fluctuated more than 6%. In FY 2004 HUD's approved occupancy rate increased to 97%, which is 2% higher than the previous year. The new rate is higher than the previous 10 years.

Rent Distribution

PHA rents range from zero dollars to several hundred dollars per month. Rents in public housing include utilities and are based on a family's income. The PHA is also required to offer families an opportunity to pay a flat rent. If a family's income-based rent is more than our established flat rent for their bedroom size, the family will typically chose the flat rent. When a flat rent is chosen, rent will remain the same amount for three years unless the family requests a change to an income-based calculation or the flat rent scale changes. All public housing families are offered a flat rent, even if the flat rent is higher than their income based rent. A family's income is verified each year during a recertification period. At that time they are given an opportunity to choose a flat rent or income-based rent (30% of a family's annual adjusted income).

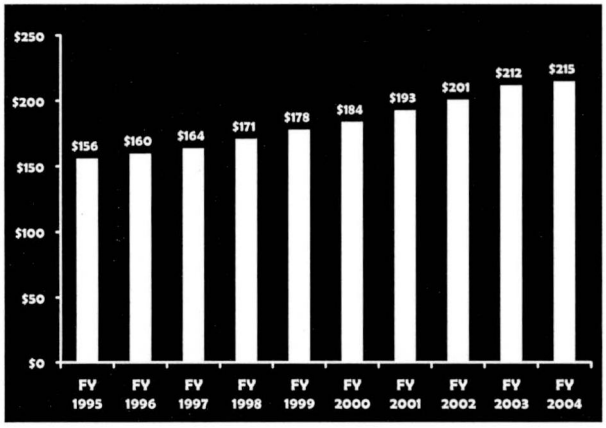
Figure 21. Tenant Rent Ranges FY 2004



In FY 2004 our largest rent range increase was an additional 91 families paying between $200.00 and $259.00 Rents amounts from $0 to $39.00 per month decreased by 19 in FY 2004. Our largest decrease was in the $120.00 to $159.00 range. This range dropped by 40 families. Residents continue to improve their income and the PHA encourages this effort. The Community Service Rule encourages residents to work and HUD has provided incentives for families by exempting some income of working family members. Families with higher incomes have increased our average rent to $215.00 per month. This amount is $3.00 higher than last year. The upward trend in our rent ranges continues. The Housing Management Department tracks income data as a requirement of our Deconcentration Policy. HUD requires the PHA to track this information so the housing authority does not concentrate families from the same income levels

in one development. This information is also used to improve our marketing efforts and attract families from different income ranges. Our only waiting list preference is to house working families in 25% of our new admissions. This continues to happen naturally. More families with working members are applying for public housing. This drives our average rent up and increases our higher rent ranges.

Figure 22. Average Tenant Rent FY 1995 – FY 2004



The rent range between $0 and $39 per month includes families claiming no income. These families pay the PHA's minimum rent, which is currently $25.00 per month. In FY 2004 159 families are paying our minimum rent. If a family claims they have no income they are required to explain how they pay a phone bill or if they have a vehicle buy gasoline. A family can have money but not income, which is what is used to calculate tenant rent. Management will use income verification letters to try and find unreported income.

Table 2. Rent Distribution FY 1995 – FY 2004

Year	Number of Residents Paying 0$ - 39$	% Change from Previous Year	Number of Residents Paying 260$ +	% Change from Previous Year
FY 1995	310	10.3%	286	7.5%
FY 1996	309	.3%	287	0.3%
FY 1997	292	-5.5%	347	12.9%
FY 1998	272	6.9%	397	12.5%
FY 1999	291	7.0%	466	14.8%
FY 2000	228	-3.0%	491	5.0%
FY 2001	203	-10.9%	543	9.5%
FY 2002	211	3.9%	598	10.1%
FY 2003	229	8.50%	712	16.0%
FY 2004	210	-8.3%	743	12.8%

Unit Turn-Arounds

In FY 2004 the Housing Management Department's unit turnaround time was 8.5 days. This is an improved average of 1.4 over last year. Housing Management's objective is to achieve a unit turnaround time of 10 days or less. Unit turnaround time is broken down into three components: down days, make ready days and lease up days. Management is responsible for down days and lease up days. Down days are the number of days between the time a unit is vacated to the time it is given to the Facilities Management Department to prepare for leasing. Lease up days begin when Facilities Management returns the unit to management to the day the unit is leased. In FY 2002, Housing Management's average unit turnaround time was 19.5 days. Adjustments are made if the reason a unit cannot be leased is beyond management's control. Units being used by the police for surveillance, Resident Association Offices, general office space or for modernization are not included in turnaround days.

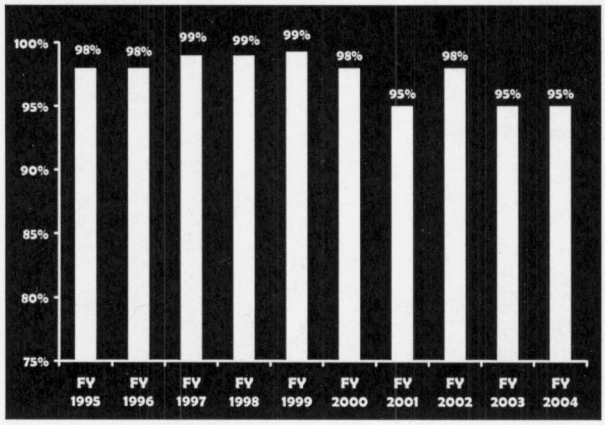
Table 3. Unit Turn Around FY 2004

	Facilities Management	Housing Management	Total Days
Jul-03	30.4	5.9	36.3
Aug-03	28.6	7.1	35.7
Sep-03	23.3	5.6	28.9
Oct-03	26.2	6.8	33.1
Nov-03	34.9	11.3	46.2
Dec-03	33.3	12.1	45.4
Jan-04	23.0	12.0	35.0
Feb-04	31.5	14.3	45.8
Mar-04	29.6	9.3	38.9
Apr-04	27.3	5.3	32.6
May-04	22.2	4.9	27.1
Jun-04	26.6	6.8	33.4
Total	**28.0**	**8.5**	**35.5**

RENT COLLECTIONS

The Housing Authority's approved budget level changes from year to year. It is very important for management to collect rents on time and minimize the loss of funds. In FY 2004, the department achieved its overall collection objective of 93% or more of rents charged. In our family developments the rent collection objective is 92%; 94% in the elderly/disabled developments. In FY 2004, the Housing Management Department collected 95% of all rents charged. These objectives are monitored in our Goals Management Plan (GMP). The Director of Housing Management works with our Managers and the PHA attorney to keep our collection level high. This year the PHA hired a new attorney to handle our lease enforcement. She has provided training for management staff in an effort to increase their effectiveness in court cases.

Figure 23. Rent Collection Rates FY 1995 – FY 2004



MANAGEMENT ACTION

Evictions

In FY 2004, 48 families were evicted from the Public Housing program, 31 less than last year. This year management had no evictions for drug related activity. We currently have two drug cases on appeal in the court system. Under the PHA's "One-Strike" policy residents must initial a clause in their lease that prohibits the use of drugs. The majority of evictions (37) were for non-payment of rent. Management works with residents to try and avoid eviction because everyone loses when we evict a family. The family is instantly in crisis and the PHA must pay a constable and moving company for the family. This results in vacant units which must be prepared for leasing. In an effort to avoid eviction, a manager will enter into a court ordered stipulation which allows the family to stay under specified conditions. The Judge can agree to a stipulation, change it or make a decision with no consideration to a stipulation. In most cases, the Judge will enforce the stipulation if both parties are in agreement.

Figure 24. Evictions FY 2004

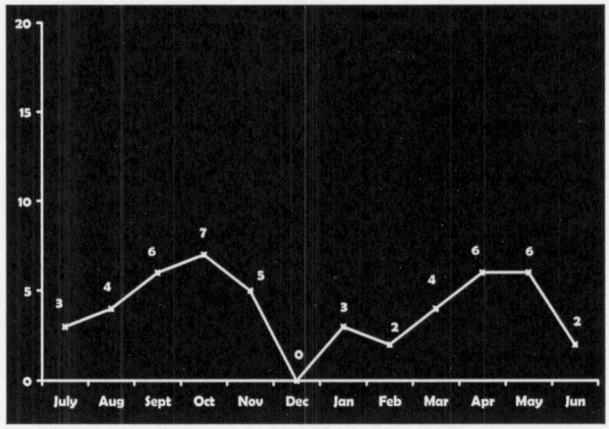


Figure 25. Evictions FY 1995 – FY 2004

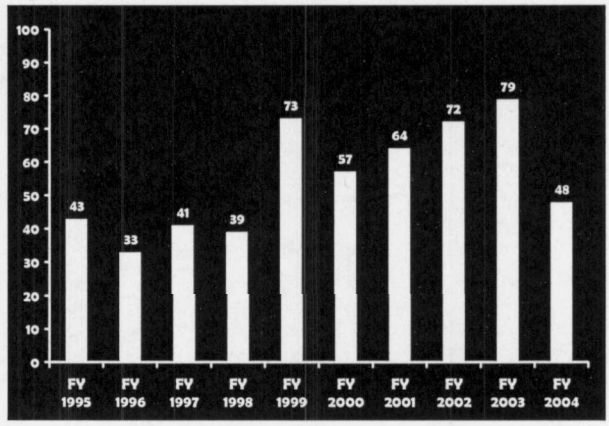
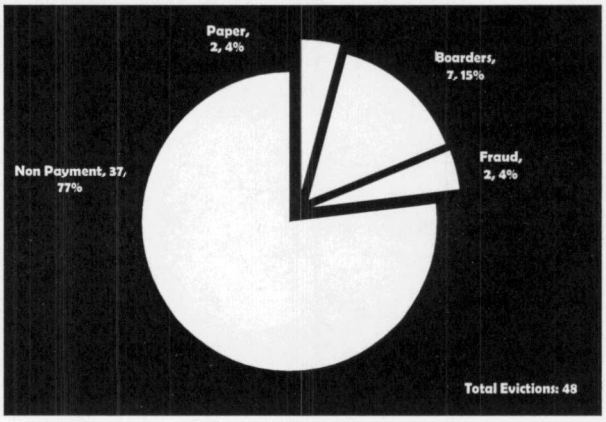


Figure 26. Reasons for Eviction FY 2004



Eviction Actions

Prior to taking a family to court, the manager must determine if a tenant is in compliance with their lease. The manager schedules a meeting with the tenant and gives them an opportunity to explain why they violated their lease. This meeting gives the manager an opportunity to listen to the tenant and determine if the violation is valid. A tenant may deny the violation or offer an explanation which may change the Manager's view. At this meeting the manager expresses the importance of lease compliance with the tenant. If the manager determines court action is necessary, the tenant is informed of the process. If a tenant has failed to pay rent for the first time in a year the manager may enter into a rental agreement (one per year) with the tenant. Management staff will make every effort to avoid an eviction. If a family continues to violate their lease or commits a non-curable offense (One Strike-drug violation) it will result in a physical eviction. Applicants with a public housing eviction record are automatically denied readmission for one year, and if they are evicted for drugs, three years. The PHA will deny admissions to any family who owes the PHA or other housing authorities monies. Eviction action must be taken seriously because the next step is a physical eviction.

Table 4. Evictions FY 2004

Eviction Type	Number
Actual Court Judgment - Without Truck	20
Actual Court Judgment - With Truck	20
On Eviction, Vacated Without Court	8
Total	**48**

Table 5. Drug Related Evictions FY 1997 - FY 2004

Year	Number of Evictions	Percent of Total Evictions
FY 1997	3/41	7%
FY 1998	5/39	13%
FY 1999	7/73	10%
FY 2000	3/57	5%
FY 2001	1/64	2%
FY 2002	4/72	6%
FY 2003	11/79	14%
FY 2004	0/48	0%

This year, management evicted 31 fewer families. Evictions for drug related activity dropped to zero. Management has families on eviction for drug activity but they have not been adjudicated as of this report date. In FY 2003 a total of 13.9% (11 families) of our evictions were for drug related activity. Our "One Strike" policy has had an impact on families living in Public Housing. Management continues to make efforts to identify families who are involved in drug activity in our developments. Some families move before we take them to court because they want to control their departure from public housing. Some families wait until the truck is at the door. Management does work with families who have a family member involved in drug activity. We allow the family to remain in the unit if the family agrees to remove the household member identified as a drug violator. In FY 1997 we began to track the reasons for evictions to determine our success in removing families involved in drug activity from Public Housing. FY 2004 is the first year, since then, that we did not have a drug eviction.

MANAGEMENT FUNCTIONS

Internal Audits

In FY 2004, a total of 10 Comprehensive Audits and 10 Spot Audits were scheduled. The Director of Housing Management completed seven Comprehensive Audits during the year and has not completed the other scheduled audits. A reduction of staff and increases in HUD requirements has caused delays in completing the remaining audits scheduled. This does not mean that Housing Management folders were not being reviewed. This year, for the first time in many years, HUD conducted an audit of Housing Management files. In anticipation of the audit Management Staff reviewed tenant files. The Department of Housing and Urban Development (HUD) estimates it over pays $2.3 billion in annual subsidy and $1.7 billion is due to administrative errors. They suggest that 60% of rent calculations in subsidized housing have some type of error. In an attempt to address these errors HUD has implemented an on-site Rental Integrity Monitoring (RIM - Audit) Review. The PHA was reviewed in July 2004. HUD identified 5 areas of concern which Management has addressed. HUD staff will return in FY 2005 to conduct another RIM review. The Housing Management Department is prepared for this up-coming review. We recognize the importance of quality control. The Director of Housing Management reviews staff work by reviewing the maintenance of various logs, and through inspections of facilities. Annual Spot and Comprehensive Office Audits are conducted at each PHA development management office and our Resident Selection Office. The Director of Housing Management reviews the following areas:

- Tenant/Applicant Folders
- Rent Calculations
- Unit Inspections
- Unit Turnaround Times
- Collections
- Occupancy
- Tag/Tow Log
- Bulletin Boards
- Cleanliness of Management Office and Community Rooms
- Departmental Goals

Once the Director of Housing Management completes an audit, a summary of findings, which identifies issues discovered during the audit, is completed. The audit package is then forwarded to the Development/Resident Selection Manager. The Manager is instructed to respond to findings with a plan of action or explanation. A summary of FY 2004 audit findings are listed in the table below.

Table 6. Housing Management Internal Audits FY 2004

Developments / Management Offices	Scheduled Audits				Findings		Resolved Findings	
	Spot Schedule	Completed	Comprehensive Schedule	Completed	Minor	Major	Minor	Major
Chad Brown Admiral Terrace Sunset Village	1	0	1	0	0	0	0	0
Roger Williams Codding Court Scattered Sites	1	0	1	0	0	0	0	0
Hartford Park	1	0	1	0	0	0	0	0
Manton Heights	1	0	1	1	0	1 TAR'S	0	1
Dexter Manor I&II	1	0	1	1	9	2 UTA, TAR'S	9	2
Dominica Manor	1	0	1	1	9	1 UTA	9	1
Carroll Tower	1	0	1	1	11	3 UTA, TAR'S, OCC	11	3
Kilmartin Plaza	1	0	1	1	9	3 UTA, TAR'S, OCC	9	3
Parenti Villa	1	0	1	1	13	2 UTA, TAR'S	13	2
Resident Selection	1	0	1	1	6	0	6	0
Total	**10**	**0**	**10**	**7**	**57**	**12**	**57**	**12**

(Bulletin = Bulletin Boards, Folders = Resident or Applicant Folders, Inspections = Initial or Vacate Unit Inspections, UTA = Unit Turnaround Time, TAR'S = Tenants Accounts Receivable, OCC = Occupancy)

A total of 57 minor findings were identified. Minor findings are problems with rent calculations, lack of signatures on forms or not having required notices on bulletin boards, etc.... A total of 12 major findings were identified. Major findings are failure to meet departmental goals: collections; occupancy; or unit turnaround times. These goals are monitored monthly and failure to achieve them monthly, results in a finding. A major finding could also be a problem which must be corrected for the entire development. During internal audits, previous findings are also reviewed. An office that continues to experience failure of the office audit process, can result in an employee warning being issued.

The Manager is instructed to respond to findings with a plan of action or explanation.

Management Conferences

In FY 2004, Management staff conducted 46,866 management conferences. This is an increase of 9,528 management conferences over last year's total of 37,338 held. A management conference is a meeting between an office staff person and a resident. We track these meetings to determine the volume of traffic in a management office. These meetings are held daily to discuss problems, lease violations, unit maintenance, or just sharing information.

Figure 27. Management Conferences FY 2004

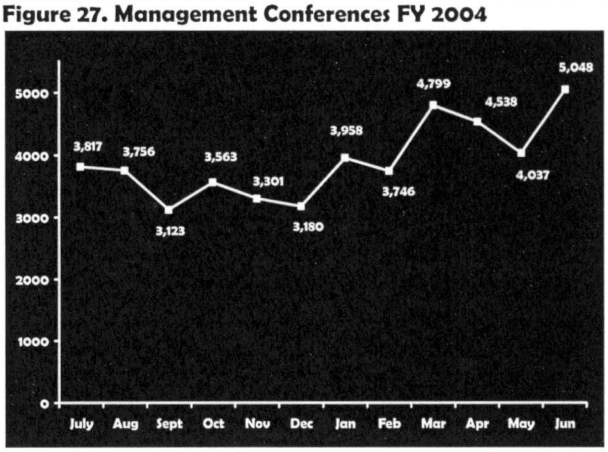
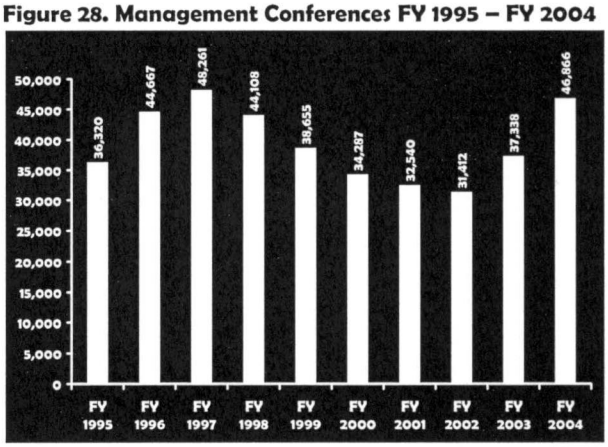


Figure 28. Management Conferences FY 1995 – FY 2004



Vehicles Tagged / Towed

In FY 2004, management continues to have problem towing vehicles from our developments. Our tow company does not have room in their lots to store vehicles removed from public housing sites. Management working with the police department have tried to find additional companies to tow vehicles from our developments, but we have not been successful. Most tow companies do not have the capability to store many vehicles. Tow companies that do have the storage capability, have lots that are full. Permanent parking passes are issued to each PHA development for disbursement. The parking passes are color coded with a two letter alphabetical prefix that identifies the issuing development. A numerical sequence helps to identify the resident. The PHA designates parking spaces for handicapped/disabled residents, but does not assign parking at any development because residents would then expect management to resolve issues when someone parks in their assigned parking space. In an effort to improve our parking problems, Management enforces our parking policy. In our family developments residents are authorized a maximum of two parking stickers per household and in our elderly developments they are authorized one per household. To qualify for a sticker a vehicle must be registered to a resident who is currently on the lease. In addition to a permanent parking sticker, management offices have temporary visitor's passes. A visitor's pass is a temporary permit issued to guests by a management office to help control the flow of vehicles in the development.

In FY 2004, there was a reduction of 307 less vehicles towed from our developments. This year 448 were towed. Management was involved with 336 tows and 92 additional police tows. Management and Security reported tagging 1,444 vehicles in our developments this past fiscal year.

Figure 29. Vehicles Tagged + Towed FY 2004

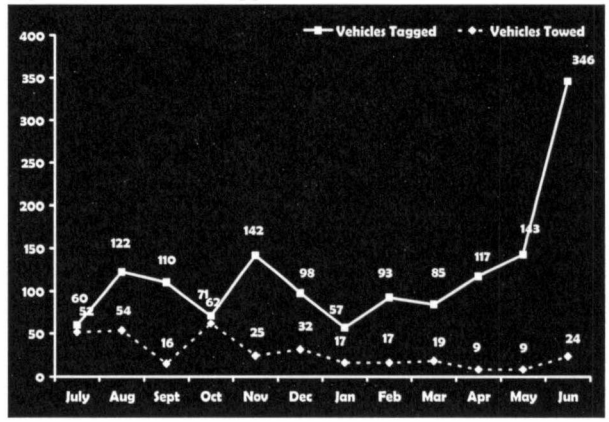
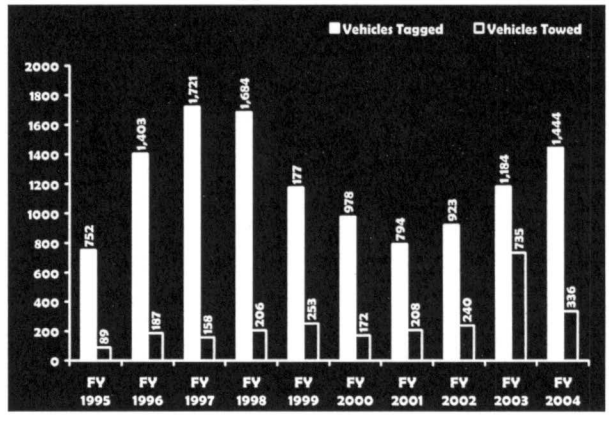


Figure 30. Vehicles Tagged / Towed FY 1995 – FY 2004





A Leased Housing Representative assisting a Section 8 Landlord, who was previously a Section 8 tenant.

Department of Leased Housing

DIRECTOR'S OVERVIEW

The department of Leased Housing consists of eighteen staff members who are responsible for the daily administration of the Providence Housing Authority's Section 8 Rental Assistance Programs. This includes maintaining the waiting list, screening, educating participants, negotiating rents, processing new leases and changes in payments, annual and complaint inspections, annual recertifications of eligibility, tracking repayments and fraud as well as assisting participants and owners in resolving differences. During FY 2004, the staff provided services to 3,216 families. There have not been new allocations of units in several years. The program size fluctuates based on the number of families transferring into the city of Providence from other cities and states.

The Director of Leased Housing supervises the overall operations of the department. The assisting staff consists of the Senior Program Representative, the Administrative/Technical Manager, eight Program Representatives (three of whom are level II.), one Interviewer, one Application Specialist, three Housing Inspectors, one Computer Operator, and one Clerk Typist. In order to accomplish departmental goals and meet the needs of the increasing program size, two of the positions listed above were added during this fiscal year – an additional Program Representative and the Administrative/Technical Manager.

The departmental staff is very knowledgeable and experienced with an average of 13 years working within the Providence Housing Authority and an average of eight years within the department. Only three employees (17%) have worked exclusively in the Leased Housing Department. The other 15 (83%) have been employed in Housing Management, Facilities Management or Security. The staff must demonstrate good communication and negotiation skills since they interact on a daily basis with applicants, participants, property owners, agents, attorneys, other housing authorities and social service agencies.

During this fiscal year, the Leased Housing Department assisted 2,837 participating families, 379 transfers from other cities, 421 families on the waiting list and 1,687 on the pre-application list. The Section 8 program, which provides rental assistance to low-income and very-low-income families, consists of four smaller programs. The breakdown by program size as of June 30, 2004 is:

- Existing Certificates (141 units)
- Housing Choice Vouchers (2,023 units)
- Moderate Rehabilitation (293 units)
- 11-B Developments (380 units)

The total number of subsidies allocated to the agency by HUD is equivalent to last year. There was, however, a shift of six vouchers from the Moderate Rehabilitation Program to the Housing Choice Voucher Program. This occurred because the owner opted out of renewing the contract after fifteen 15 years since she could receive higher rents in the private market.

During 1999, federal regulations were changed which resulted in a shift making the Housing Choice Voucher Program the largest program. Vouchers are classified as tenant-based assistance and are issued to eligible families from the waiting list. These subsidies travel with the family as long as they remain income eligible. They can move to any location within the United States and its territories.

More than a thousand certificates went through the merging process with the exception of the 141 families in the Project Based (site based) Program. These units were "grandfathered" to remain under the Certificate

regulations as stipulated in their contracts. This program provides a consistent source of affordable housing in the city.

The Moderate Rehabilitation and Substantial Rehabilitation (11-B) programs are also site-based assistance; i.e., families are assisted only while living in a particular unit with the subsidy. These two programs presently comprise 24% of all subsidies.

There are now four special programs funded through the Certificate, Voucher and Moderate Rehabilitation Programs: Family Self-Sufficiency (FSS), Project Based Assistance (PBA), Single Room Occupancy (SRO) and the most recent program, Homeownership.

Family Self Sufficiency (FSS) combines rental assistance with job training to encourage economic self-sufficiency among residents. Twenty-seven certificates were originally designated for participants in this program. Most of the original participants completed the five-year program during recent fiscal years; therefore, the staff of both the Department of Leased Housing and the Department of Resident Services continues to outreach each month to new families during orientation sessions, leasing, and recertification appointments. These efforts have resulted in new families enrolled in the program during this fiscal year for a total 24.

The 141 project based units (PBA) are site specific and are intended to create a stable supply of additional rental units; the subsidy remains with the unit.

Table 1. Special Programs FY 2004

Program	Contracted	Leased	Funding Source
Family Self Sufficiency	27	24	Vouchers
Project Based Assistance	141	135	Certificates
Single Room Occupancy	183	179	Moderate Rehabilitation
Home-ownership	N/A	2	Vouchers

Single room occupancy units (SRO) are low-service, one-room apartments with all utilities included designed as transitory residences for low-income individuals.

The Homeownership Program began during the previous fiscal year; it allows qualified participants in the Housing Choice Voucher Program to buy their own home. The subsidy which would otherwise go to the owner will now be sent directly to the participant to assist in meeting mortgage payments and other homeownership expenses. Three families completed the process; one was subsequently terminated due to fraud. Two additional families are awaiting a closing date.

The Homeownership Program began during the previous fiscal year; it allows qualified participants in the Housing Choice Voucher Program to buy their own home.

RENTAL SURVEY

Since 1995, HUD has mandated that all rents be reasonable, taking into consideration location, size, type and condition of the unit. It is also used to determine how high the Payment Standard must be set. Since the family's portion is capped at 40% of its adjusted income, the Payment Standard must be high enough so that reasonable units are affordable. The rental survey is the tool used to track this data.

Presently, the Payment Standard is set at 110% of the Fair Market Rent (FMR) for most of the city and 120% for units on the East Side. These are the maximum limits allowed by HUD. From the inception of the Section 8 Program until March 2000, the Payment Standard was at 90% of the FMR. Due to rising housing costs, the Payment Standard was increased to 100%, 106% and finally to 110% which is the maximum. An exception of 120% was requested and authorized by HUD for units on the East Side. With the rental market skyrocketing, it is increasingly

difficult for families to find an affordable unit even though the payment standards are set at the maximum. Previously, the rental survey was conducted annually by the Office of Planning and Policy; however, in order to keep up with the rapid increases during the past four years, the rent survey is now updated quarterly.

PORTABILITY

As of October 2, 1995, federal regulations gave all tenant-based subsidies the ability to move to other cities, states, and U.S. territories. This change added numerous administrative burdens such as monthly billing, absorbing, tracking and coordinating moves with other housing authorities. Portability impacted the program heavily -- resulting in a net loss of 61families during fiscal year 1994. More families transferred out of the city than moved into Providence through FY 1998. If this trend continued, a serious erosion of our administrative fee income would be at stake. Since FY 1999, however, there has been a consistent increase. **During FY 2004, the department provided services to 379 transfers.** The net increase equaled 244 subsidies above the PHA's normal allocation. By administering services, rather than absorbing the families into our program, the department earned $226,075.00 in supplemental fees. This is a 22% increase from FY 2003.

While the department processed a substantial number (212) of new families transferring into Providence, it reflects a 31% decrease since last fiscal year and is due primarily to the tighter rental market. While Providence has the highest number of rental units in the state, it is more difficult to find affordable housing here also.

Failure on the part of the other housing authorities to conduct criminal background checks are another factor in the decreasing number of families transferring. Forty-six families wanted to move to Providence; however, they were returned to the initial housing authority since they did not meet our screening criteria. Less than 5% of these families were absorbed into our program. This was done only at the request of other housing authorities that were over budget. Since our budget utilization and lease rate were high, the transfers were processed in addition to our regular allocation of vouchers.

While the increased practice by other housing authorities of absorbing families moving into their jurisdiction eliminates the burden of billing for them and boosts their lease rates, it is a burden to the initial housing authority due to the constant turnover of subsidies that must be re-leased. Sixty-eight of the vouchers turned over this year were attributed to other housing authorities absorbing our clients – usually at critical reporting periods so that their lease rates would be higher. This is a 20% increase from FY 2003.

Table 2. Voucher Portability FY 2004

Program	Incoming	Outgoing	Net Effect
Certificates	N/A	N/A	+N/A
Vouchers	379	135	+244
Total	**379**	**135**	**+244**

Table 3. Voucher and Certificate Portability FY 1995 - FY 2004

Fiscal Year	Incoming Portability		Outgoing Portability		Net Effect
	Certificates	Vouchers	Certificates	Vouchers	
FY 1995	177	0	216	0	-56
FY 1996	230	0	242	0	-12
FY 1997	250	0	280	0	-30
FY 1998	194	56	147	131	-28
FY 1999	164	51	86	99	+30
FY 2000	132	116	62	85	+101
FY 2001	N/A	301	N/A	136	+165
FY 2002	N/A	260	N/A	119	+141
FY 2003	N/A	395	N/A	132	+263
FY 2004	N/A	379	N/A	135	+244

SINGLE ROOM OCCUPANCY (SRO)

Moderate Rehabilitation funds are used to subsidize a total of 183 units as Single Room Occupancy (SRO). The Travelers Aid Tower (formerly known as the YMCA Tower) located on Broad Street has been operational since 1990 and Advent House located in the West End neighborhood since 1993. Residents began leasing units at the Advent Apartments (located in the Federal Hill neighborhood) in 1998. Traditionally, these developments, at times, have high vacancies due to the transient nature of its tenants. There are, however, only four vacant units among all the developments at the present time. This is another indicator of the demand need for affordable housing.

Table 4. Single Room Occupancy Projects FY 2004

Development	Number of Units	Status
Travelers Aid Tower	90	Complete / Operational
Advent House	34	Complete / Operational
Advent-Gemini Apartments	59	Complete / Operational
Total	**183**	

PROJECT BASED ASSISTANCE

Federal regulations allow housing authorities to set aside a maximum of 20% of its Section 8 Vouchers as a Project Based Assistance Program. In FY 2000, several small projects were part of the PHA's Project Based Program for a total of 51 units. In August 1999, a public notice was posted for proposals from owners to upgrade the property and receive Project Based assistance for their tenants. Since that time, 90 additional units have been rehabilitated and leased at Elmwood Commons and Arbor Glen.

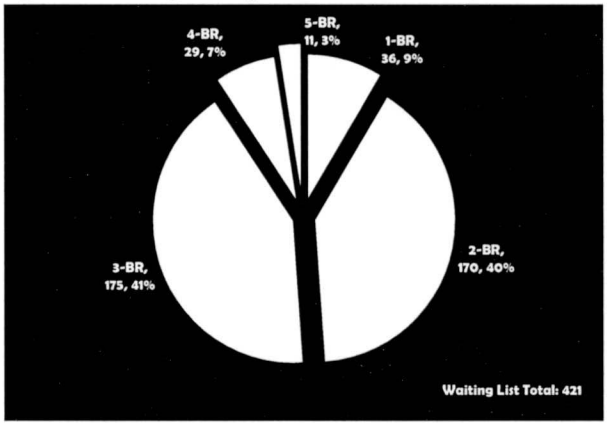
Table 5. Project Based Assistance Projects FY 2004

Development	Number of Units	Status
University Heights	21	Complete / Operational
Niagara Place	18	Complete / Operational
Historic West End II	7	Complete / Operational
Good News housing	5	Complete / Operational
Elmwood Commons	30	Complete / Operational
Arbor Glen	60	Complete / Operational
Total	**141**	

WAITING LIST

During the past ten years, the waiting list for Section 8 assistance has been open only once: October 2, 1998. At that time, 4,000 pre-applications were distributed at the Roger Williams Park Casino. Of that number, only 3,345 pre-applications were completed and returned by mail within the two-week deadline. Position on the pre-application list was determined by the order in which it was pulled from the mail delivery. A waiting list of 500 applicants is manageable; so, as the list requires additional names, the families on the pre-application list are contacted to come into the office to file a more extensive application. They are moved to the bottom of the waiting list retaining their original order. As of June 2004, 1,648 pre-applicants have moved to the waiting list. As indicated in the chart below, the greatest demand (in descending order of need) is: 175 three-bedroom units (42%), 170 two-bedroom units (40%), 36 one-bedroom units (8%), 29 four-bedroom units (7%) and 11 five-bedroom units (3%).

Figure 1. Waiting List by Bedroom Size FY 2004



INTERVIEWS CONDUCTED

During the interview process, the Application Specialist verifies family composition, household income, citizenship status and qualifications for any deductions. During this fiscal year, 97 families from the PHA waiting list were interviewed. Since there were no new allocations, vouchers were issued only when subsidies were turned over through absorption, eviction, etc. (see Table 9 - Reasons for Termination)

SCREENING

The Leased Housing staff processed 303 applications to verify eligibility this fiscal year. Of those families from the PHA's waiting list who successfully completed the process 47 have already received a voucher. Voucher issuance was lower this fiscal year than in previous years because the budget utilization was high (108%). The 212 transfers who moved into Providence also completed the same screening. Re-processing is essential since information forwarded by the initial housing authority is minimal and often criminal background checks are not done. Those who had violent or drug related charges were returned to the initial housing authority.

The average time for voucher holders to find a suitable unit was 74 days during the last quarter of the fiscal year. This average has continued to remain high for

the past three years. For this reason, the departmental policy changed to allow for the maximum number of extensions (120 days) to move. Previously, tenants found housing prior to 60 days and did not require additional extensions. The tightening of the rental market, owners selling units, owners who want hundreds of dollars more than the program allows, changes in lead paint regulations, families who do not want to remain in their current unit after receiving a voucher, and emphasis during briefings on what to look for in a unit have all impacted the time spent searching for an appropriate unit.

During the screening process for those on the waiting list, only 14 families of the 97 families interviewed were classified as ineligible. One family (7%) had an annual income in excess of the HUD-approved limits and thirteen (93%) had recent criminal activity. The screening process now takes longer since anyone with an out of state record must be fingerprinted and wait 6-8 weeks for the results to be returned from the FBI.

The percentage of ineligible families has remained consistent for several years. Each family denied for cause has the right to request a hearing. Only three families (21%) took advantage of this opportunity and after the informal hearing with the Department Director. One (33%) of the decisions was reversed after receiving further documentation.

An additional 192 applicants (63% of those processed) were removed from the list because they either received a letter to which they failed to respond, or moved without a forwarding address. This percentage is consistent with prior years.

Table 6. Applicant Screening FY 2004

Total Applicants Processed	Total Vouchers Issued	Ineligible Applicants
303	47	14

TURNOVERS

Turnover Rate

When a program participant no longer needs rental assistance or is terminated from the program for a breach of family obligations the PHA re-issues the Section 8 voucher to a new applicant; i.e., turnover.

The average monthly rate of subsidy turnovers is less than 1% of the total program size. This is due to more compliance in fulfilling family obligations as well as the tight rental market – there is basically nowhere to go. Families cannot afford to lose their subsidy. The majority of these turnovers, however, are not loss of assistance but rather those absorbed by other housing authorities.

The annual rates by program were 9% for Certificates/Vouchers and 42% for Moderate Rehabilitation. This represents a 3% increase in turnovers in the Certificate/Voucher Program from FY 2003 and a 6% decrease in the Moderate Rehabilitation Program. In previous years the Certificates/Vouchers demonstrated a decreased rate while the Moderate Rehabilitation Program increased or remained close to 50%. This reflects the families who try to stay in place during such a volatile market. Families are now beginning to ask about transferring to Public Housing. They realize that the utilities are included in their total tenant payment and that they will not be subjected to the whim of an owner who wants to sell the property.

Figure 2. Turnover Rate FY 2004

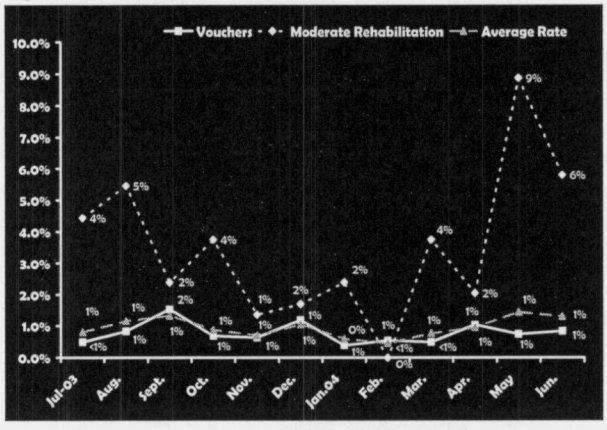
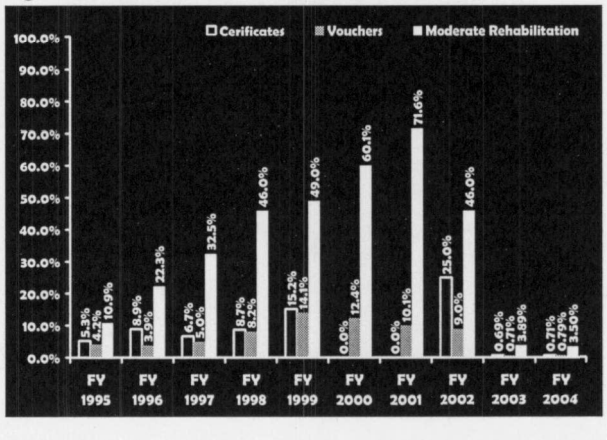


Figure 3. Turnover Rate FY 1995 - FY 2004



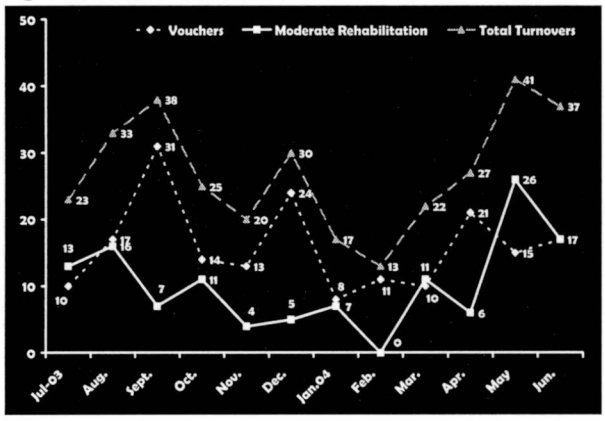
The site based assistance programs (the Certificate and the Moderate Rehabilitation Program) produced an 8% and 42% annual turnover rate respectively. As noted in Figure 3, the Moderate Rehabilitation Program has historically exhibited a much higher turnover than other programs. This is due to four major factors:

individuals in both programs who finally reached the top of the Voucher Waiting List and chose tenant based rather than site based assistance, the transitory nature of those living in SRO units, a 200% increase in the number of SRO unit built (this encourages movement among the developments by participants), and contracts expiring after 15 years (families are then given vouchers and move to that program).

Table 7. Unit Turnovers FY 2004

Month	Certificates / Vouchers	Moderate Rehabilitation	Total
July 2003	10	13	**23**
August 2003	17	16	**33**
September 2003	31	07	**38**
October 2003	14	11	**25**
November 2003	16	04	**20**
December 2003	25	05	**30**
January 2004	10	07	**17**
February 2004	13	00	**13**
March 2004	11	11	**22**
April 2004	21	06	**27**
May 2004	15	26	**41**
June 2004	20	17	**37**
Total	**203**	**123**	**326**

Figure 4. Unit Turnovers FY 2004



Reasons for Turnover

During FY 2004, 326 families were cancelled from participating in the program. For some participants the turnover was voluntary. Others found that they were terminated for failure to comply with their family obligations. This year 21% of the participants voluntarily relinquished the rental assistance. This is an 18% decrease from FY2003 and can be attributed to families needing to remain on the program for financial reasons. Of those who voluntarily left the program, seven bought property (16%) not through the PHA's Homeownership Program, 8 became over income (19%), 15 now reside in a nursing home or are deceased (35%), and 13 for a variety of other reasons (30%).

While 44 (22%) of the terminations were due to failure to abide by program rules, this reflects less than 2% of all participants in the tenant-based programs. It is, however, in direct contrast to compliance in 1998 during which time 69 (42%) of all terminations were due to failure to abide by program rules. This can be attributed to more tenant education, materials provided and consistent enforcement of the rules.

The reasons for loss of assistance during FY 2004 are: 20 vacated without notice (10%), 11 failed to recertify (5%), four (2%) committed fraud, and six (3%) were evicted for cause or non-payment of rent. No one was terminated this year for failing to repay damage claims as in previous years. An additional 24 (12%) families who were issued a voucher to move from one unit to another never found another unit. After 120 days, the voucher expired and they were cancelled from the program. This reflects a 60% increase since FY 2003.

Sixty-eight families (34%) whose subsidy turned over actually did not lose their rental assistance. They were removed from the PHA's program due to absorption by another housing authority. While the family continues to receive assistance from the other housing authority, the initial housing authority suddenly has an unused voucher that must be issued quickly to someone from the waiting list. This practice continues to impact the Leased Housing Department's turnover rate, lease rate and workload. Since 1998, 558 families have been absorbed reflecting a 28% turnover of the PHA's allocated units.

Table 8. Reasons for Turnover FY 2004

Month	No Notice	Increased Income	No Recertification	Voucher Expired	Owns Property	No Interest	Absorbed	Deceased / Nursing Home	Drugs	Fraud	Evicted	Other
7/03	1	0	1	2	0	2	2	1	0	0	1	0
8/03	4	3	1	1	0	4	2	1	0	0	1	0
9/03	3	0	0	6	0	2	19	1	0	0	0	0
10/031	1	0	1	3	1	0	3	3	0	0	2	0
11/03	4	1	0	0	1	4	2	0	0	0	1	3
12/03	1	0	5	3	0	1	11	1	0	1	0	1
1/04	2	0	1	1	1	1	3	0	0	0	0	2
2/04	2	0	0	0	0	4	5	0	0	0	0	2
3/04	1	3	0	0	1	0	4	1	0	0	0	1
4/04	0	1	0	4	2	2	9	1	0	0	0	1
5/04	1	0	1	1	0	1	6	2	2	2	1	0
6/04	0	0	1	3	1	2	2	4	1	1	0	3
Total	**20**	**8**	**11**	**24**	**7**	**23**	**68**	**15**	**03**	**4**	**6**	**13**

LEASES EXECUTED

During FY 2004, the Department of Leased Housing executed 891 leases. Leases are divided into two categories: initial leases (40%) and moves (60%). Families leasing for the first time in the program from the waiting list or transfers generate initial leases. For the previous three years, the percentage of initial leases remained higher than the number of moves. The stability of existing participants is a positive effect on the program. This year, the moves surpassed the new participants by 20%. Since properties have been selling so rapidly, more families are forced to move at a time when they would rather stay in place.

The 537 leases considered "moves" are participants who have remained in the same unit for at least a one-year period and now are interested in or are forced to move to another unit. The move rate of 25% during FY 2004 increased 10% from the previous fiscal year. A lower move rate is a more positive indicator for the program in that families are more stable and satisfied with their apartments. Currently, families must stay in place because they cannot locate another unit in this rental market and it seems as those who do not want to move are being told to do so by owners who are looking for higher rents. Figure 5 divides all executed leases during this fiscal year into 354 new leases and 537 moves by month. Figure 6 illustrates that during FY1995-1996, more families were remaining on the program and more units were available. At that time, the move rate was higher. Beginning in 1997, families were required to meet their family obligations. Failure to do so resulted in loss of assistance. This, along with more transfers, increased the initial lease rate; i.e., families leasing for the first time from the waiting list or transfers. The significant increase in FY2001 reflects the merging of the Certificates into the Voucher Program.

Not included in these figures are 248 leases signed by owners who bought property with an existing Section 8 Contract and decided to allow the tenant to remain in the unit.

Figure 5. Leases and Moves FY 2004

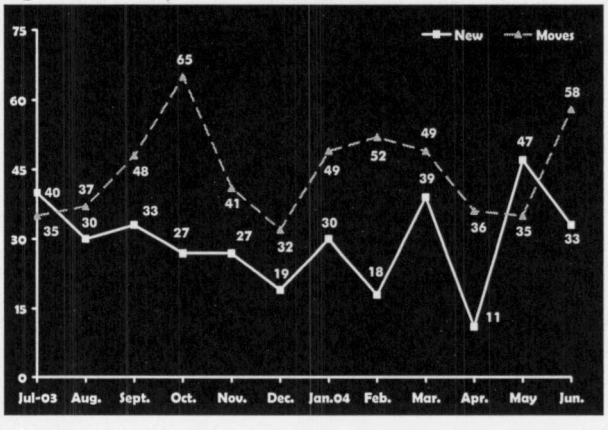


Figure 6. Leases Executed FY 1995 - FY 2004

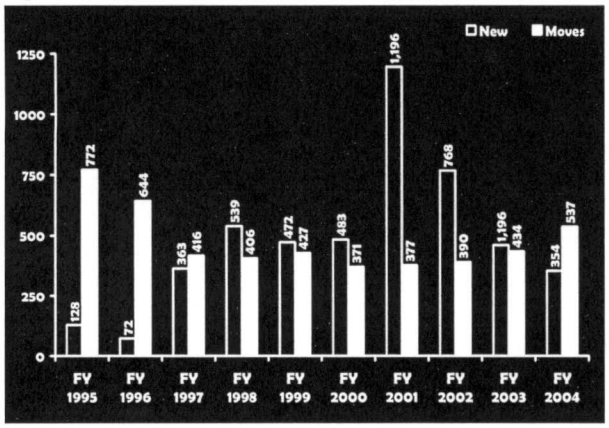
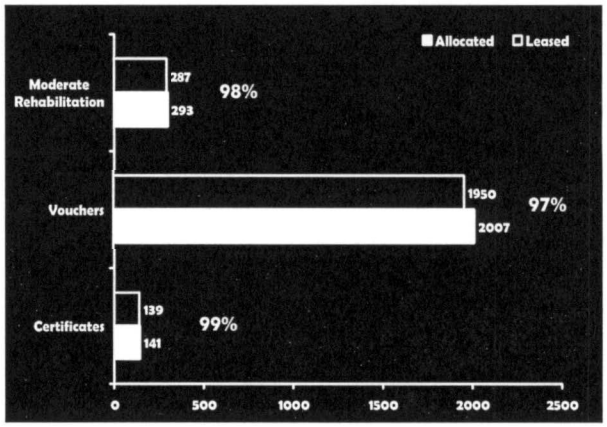


Figure 7. Average Lease Rate by Program FY 2004



LEASE RATE (ADJUSTED)

In FY 2004, the Department of Leased Housing met the 95% lease rate standard for all programs. The Certificate/Voucher Program exceeded the standard with an average 98% actual lease rate and an additional 1% of vouchers were issued to applicants or awaiting renovations for PBA units.

Due to changes in HUD's funding methods for FY 2005, the department has stopped reissuing vouchers to intentionally lower the lease rate. As of June 30, 2004, the adjusted lease rate dropped to 97%. This is to ensure that there will be sufficient funds to provide assistance during the next fiscal year. A total of 79 vouchers were not in use as of June 30, 2004.

Since properties have been selling so rapidly, more families are forced to move at a time when they would rather stay in place.

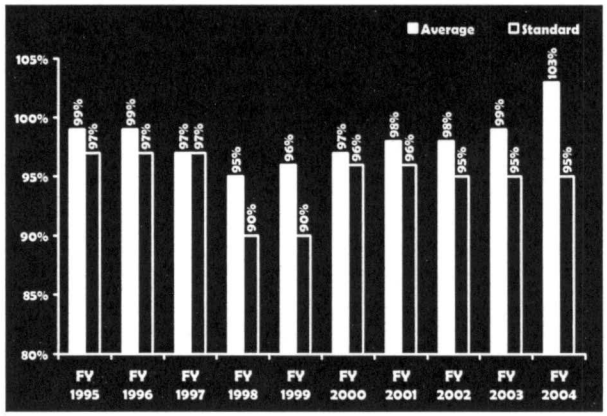
The Moderate and Substantial Rehabilitation Programs maintained an average adjusted rate of 97% and 98% respectively. Both are consistent with last year's figures.

In the past ten years, the industry standard has fluctuated from 97% to 90% (in 1997 and 1998), to 96% and decreasing to 95% in 2001. As Figure 8 illustrates, the PHA's lease rate has always exceeded the standard thus earning the maximum income in administrative fees.

During the past four fiscal years, families are having a more difficult time locating a unit. On average, it takes a family 2.5 months to find a rental unit. Thirty-five (11 applicants and 24 participants) families lost their voucher when they did not find an appropriate unit within 120 days. Loss of a voucher for this reason was very rare prior to FY 2000. Owners who participated in the program for many years are now selling their property. Often, the new owners are asking the participants to move either to use the unit for their own use or to rent to students, which is more profitable. The majority of new owners also want a substantial ($100.00-$150.00) increase in rent and will not include utilities. An average of 19 owners per month allow families to stay after they close on the property.

During this same period of time, housing authorities continued absorbing families (68). This left the department with even more subsidies to re-lease. Maintaining a high lease rate has been an ongoing task and priority for the department; however, as stated previously, as of May 2004, turned over subsidies are not being reissued.

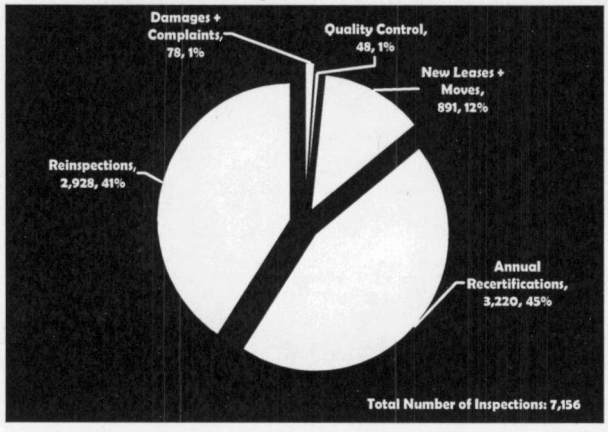
Figure 8. Average Lease Rates FY 1995- FY 2004



ANNUAL INSPECTIONS

Federal regulations state that agencies administering the Section 8 program must perform a Housing Quality Inspection in each unit before lease execution and annually during occupancy.

Figure 9. Reasons for Inspections FY 2004



During FY 2004, the Leased Housing staff performed 7,165 inspections: 78 were due to damages or tenant complaints (1%), 48 quality control inspections conducted by a supervisor (1%), 891 new leases and moves (13%), 3,220 annual recertifications (44%) and 2,928 re-inspections (41%). This indicates that violations are cited in seventy percent (70%) of all inspections resulting in at least one re-inspection.

Figure 10. Annual Inspections: Initial + Renewals FY 2004

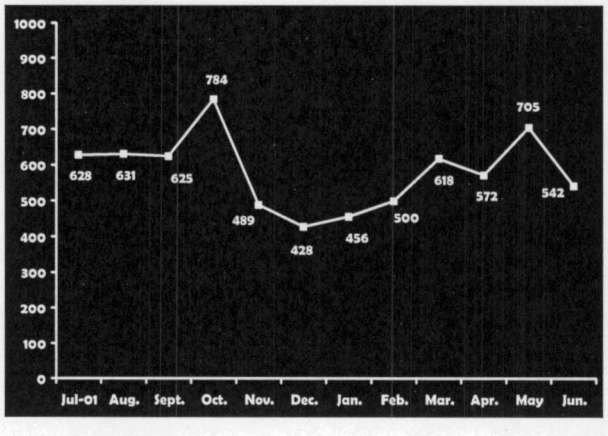
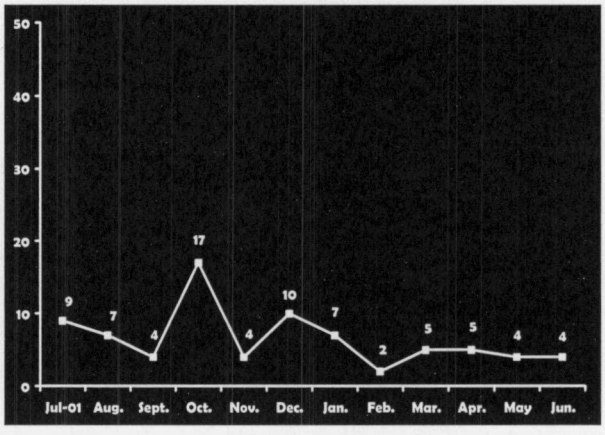


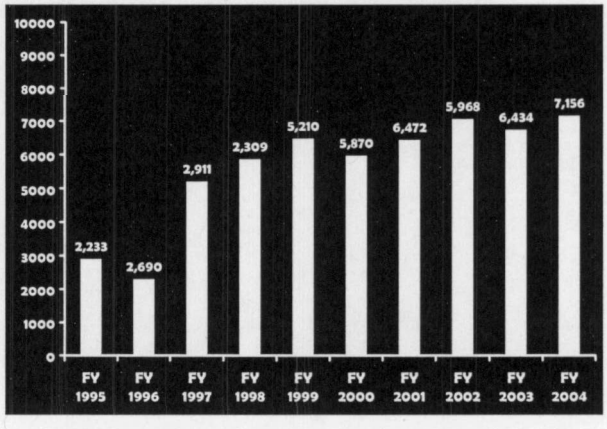
Figure 11. Annual Inspections Damages + Complaints FY 2004



Inspections are mandatory for every subsidized unit in all programs including the transfers, SRO and 11-B developments. Inspections have been conducted using handheld personal computers since January 2004. This allows for more efficient tracking of inspections as well as standardizing the notices sent to owners.

After an inspection, the owner is notified of any deficiencies and is required to make repairs within a specified time period, usually 30 days. Life threatening violations must be completed in 24 hours. Non-compliance results in either the denial of housing assistance payments or lease cancellation. The PHA assists all tenants with cancelled leases to locate suitable replacement housing.

Figure 12. Annual Inspections FY 1993- FY 2004



ADJUSTMENTS

An adjustment to a participant's subsidy and housing assistance payments occurs if his/her income or family composition changes during the year. All participants must report such changes within 10 working days to the Program Representative. During FY 2004, the staff made 1,833 adjustments which is a 55% increase

since FY 2002 but equal to those reported during FY 2003. Many of the adjustments were changes in income; however, others were requests for increased rents and 248 were transfers of the lease to new owners.

Figure 13. Adjustments FY 2004

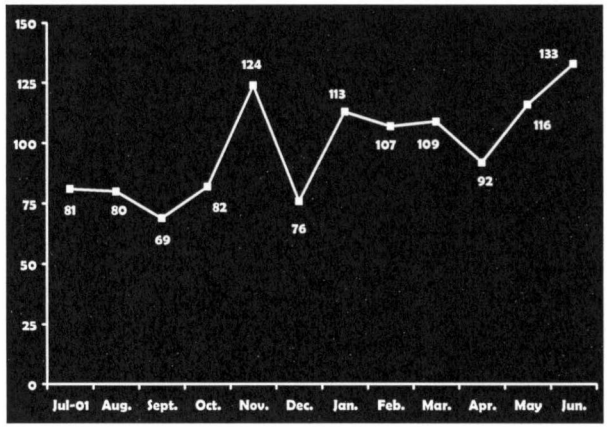
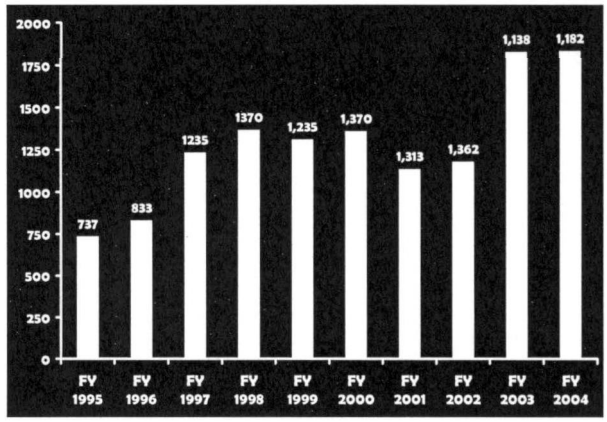


Figure 14. Adjustments FY 1995 - FY 2004



RECERTIFICATIONS

As required by Federal regulations, every program participant's family composition, income, and eligibility for deductions must be re-verified to ensure continued eligibility each year. The staff completed a total of 2,271 recertifications for those who decided to remain in the same unit. The 537 moves mentioned in a previous section are also recertified; however, they are classified separately due to the change in location. Recertifications for the 11-B developments are conducted at the management office on site. The Leased Housing staff, however, must review the verifications, calculations and input the data into the AS400 for transmission to HUD.

Figure 15. Recertifications FY 2004

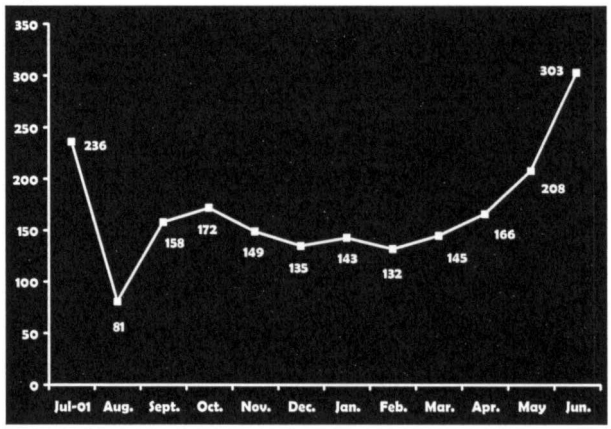
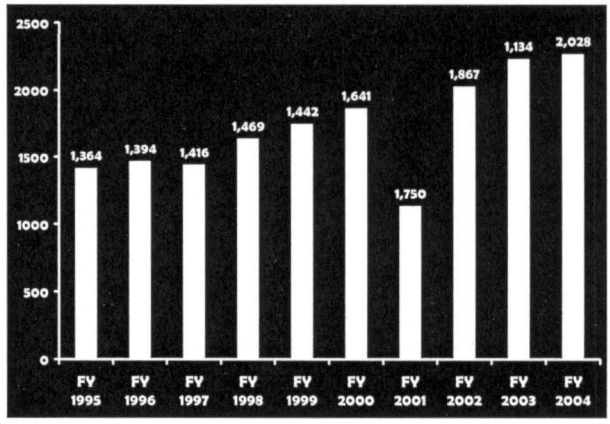


Figure 16. Recertifications FY 1995-FY 2004



REPAYMENTS

For the past three years, the PHA has not had to reimburse landlords for vacancy claims (rent owed by tenants for failure to give 30-day notice) nor for damages caused by tenants. Payments to owners have been decreasing since FY 1997 and eventually they will cease altogether since they are applicable only to contracts signed prior to October 1, 1995. Relatively few – mostly those in the Certificate Program still exist.

During FY 2004, the department collected $14,405.41 as reimbursement for unreported income. This year, three families lost their rental assistance for failure to make the agreed upon payments.

The department also collected $6,844.23 from waiting list applicants and $1,2158.00 from transfers who owed the PHA back rent as a result of a previous tenancy in public housing. Since FY1997, the department has recouped $146,674.64 from participants and applicants.

This year, 55 cases were referred to the Fraud Investigator either because of tips from anonymous callers or discrepancies noticed by staff.

Table 9. Repayments FY 1997-FY 2004

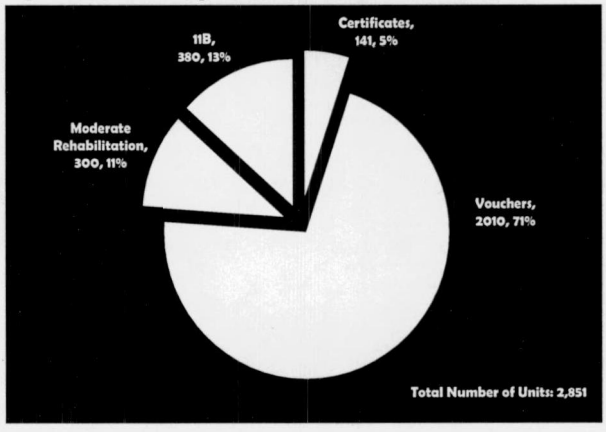
Year	Repayments due to Damages and Unreported Income	Repayments from Public Housing Tenancy
FY 1997	$17,793.00	$1,855.00
FY 1998	$22,530.18	$869.00
FY 1999	$24,824.18	$2,126.69
FY 2000	$15,564.50	$4,066.28
FY 2001	$10,801.44	$6,121.87
FY 2002	$4,510.70	$3,439.54
FY 2003	$6,312.98	$ 4627.00
FY 2004	$14,405.41	$6,844.23

Although repayments for damages were collected prior to FY1997, this data is not available. Collection of money for prior residency in Public Housing did not begin until 1997.

CURRENT INVENTORY OF SECTION 8 UNITS

During FY 2004, the PHA administered 2,837 units (not including 379 transfers) of Section 8 housing throughout the City of Providence. Figure 17 illustrates the breakdown of the four classifications of Section 8 Rental Assistance administered by the Leased Housing Department. The Moderate Rehabilitation Program includes the SRO Units at the Travelers Aid Tower, Advent House and Advent Apartments as well as those at Barbara Jordan II, Fox Point Housing and Lexington Avenue Apartments. This program also includes 2 small apartment buildings for a total of 13 other units. The 11-B Projects are also called Substantial Rehabilitation and include the units at Barbara Jordan I Apartments, Maplewood Terrace and Villa Excelsior. The majority of allocations are attributed to the merged Certificate (5%) and Voucher Programs (71%), followed by 11-B Projects (13%), and Moderate Rehabilitation (11%).

Figure 17. Inventory of Section 8 Units FY 2004



FEE DISTRIBUTION BY PROGRAM

Leased Housing is the only department of the PHA that has the potential to earn income. Currently, there are four ways to earn fees:

1. For each family leased per month from the PHA's allocation
2. For each transfer leased per month,
3. Hard-to-house families
4. Homeownership bonuses

During FY 2004, the Leased Housing Department earned $2,317,065.51 from HUD for administering the Section 8 Programs well and maintaining a high lease rate. This is a 3% increase from last year and represents the highest amount of fees earned since the Section 8 Program began in 1974. This is in spite of the fact that the fee schedule decreased four years ago.

The largest percentage (89%) of the fees comes from the high rate of unit months leased in the Certificate, Voucher, Moderate and Substantial Rehabilitation Programs.

An additional $226,075.00 (10%) was earned by administering vouchers that transferred to Providence.

Less than 1% of the fees are earned by housing families deemed "hard to house". HUD defines "hard to house" as those who have either three or more minors or include a disabled person. When such a family leases for the first time or moves to another unit, an additional $75 one time fee is earned. These fees accounted for $20, 925.00.

Effective this fiscal year is a new category of potential income – bonus fees for those in the Homeownership Program. Five thousand dollars is paid for the first leased family in the Homeownership Program and one

thousand for each subsequent family. For this effort, the department earned $8,000.00.

Funds are now combined for the Certificate and Voucher Programs. Of the combined program, almost 95% of the fees earned are generated from vouchers. The Certificate Program, which historically has been the largest program, is now the smallest. The distribution of fees earned by program is as follows: 5% for 11-B Projects, 12% for Moderate Rehabilitation, 83% for the Certificate and Vouchers. The percentages of these categories has remained the same since last fiscal year.

Over the past ten years, administrative fees have varied based on the number of subsidies and the rate (based on the fluctuating Fair Market Rent) paid by HUD. During FY 1995, the Leased Housing Department earned $1,270,000.00 for administering the Section 8 Programs. Fees earned during the current fiscal year are 62% higher than ten years ago.

The Leased Housing Department uses all fees to operate the Section 8 Programs. Previously, the surplus could be used to defer other costs incurred by the PHA. Unfortunately, according to the new regulations implemented by HUD, this practice will no longer be possible.

Due to the drastic cuts that are anticipated during FY2005, this may be the last year that the department will earn so much. HUD is reducing the amount of the fee earned per unit per month. Initially, they intended to reduce the earned administrative fees by 13%; however, it was later changed to a 6% decrease. In addition, HUD is allocating less budget authority which will result in fewer families will be leased. The department will not be able to continue the upward trend of earned income potential.

Figure 18. Fee Distribution by Program FY 2004

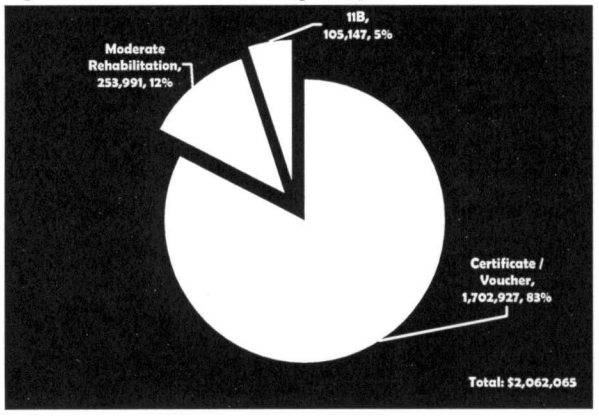
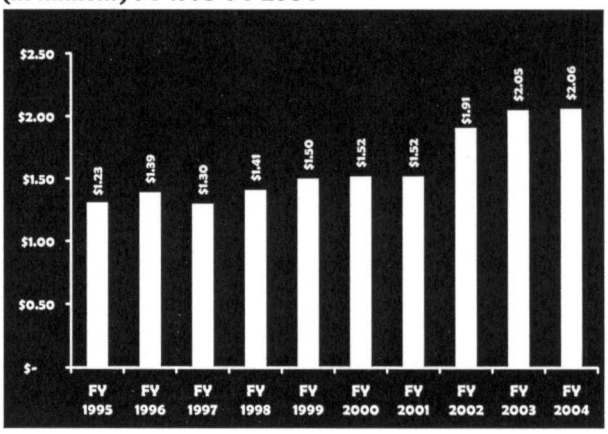


Figure 19. Earned Administrative Fees (in millions) FY 1995-FY 2004



TOTAL HOUSING ASSISTANCE PAYMENTS

During FY 2004, the Leased Housing Department distributed Housing Assistance Payments totaling $20,440,252.00 to private property owners who provided housing for 2,831 subsidized families. This does not include amounts spent and subsequently reimbursed for the 395 transfers into our city. This is a 4% increase in the amounts paid last year and 22% since FY2001 reflecting the higher rents requested by owners. **The average housing assistance payment made to an owner is $544.00 per month which is a 7% increase from FY 2002.** The minimum payment is $1.00 and the maximum is $1,412.00. **The average tenant contributes $277.00 towards rent and utilities.** The owners are being paid 5% more than last fiscal year and the tenants' portions have increased seven percent.

Since FY1995, payments to owners increased 35% from $15.1 million to 20.4 million. This is reflective of the current market boom as well as the fact that the program assists 22% more families. Until FY 2001, the increase in payments had only reached 10%.

Figure 20. Housing Assistance Payments by Program FY 2004

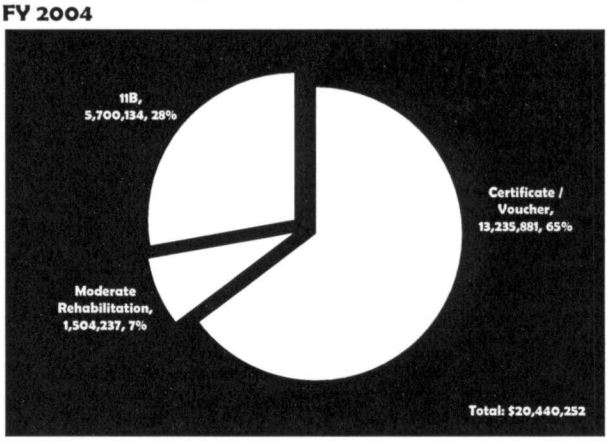
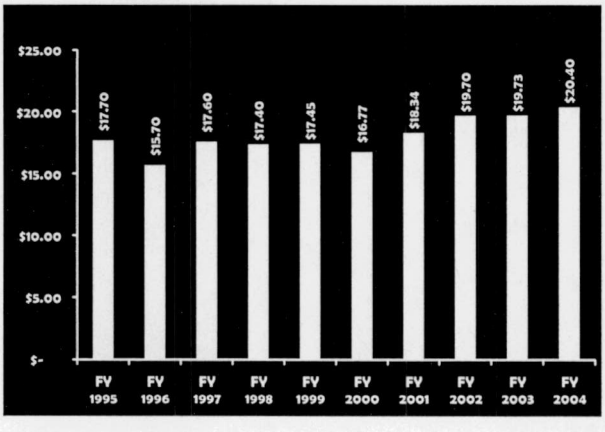


Table 10. Total Housing Assistance Payments by Program FY 1995-FY 2004

Year	Certificate	Voucher	Moderate Rehabilitation	11-B
FY 1995	$6,632,758,	$3,173,223	$2,046,613	$4,836,526
FY 1996	$6,445,483	$3,257,299	$2,036,055	$5,962,037
FY 1997	$6,059,557	$3,041,111	$1,901,438	$5,962,037
FY 1998	$6,065,077	$3,041,111	$1,801,855	$6,276,509
FY 1999	$6,278,866	$3,386,384	$1,913,184	$5,800,808
FY 2000	$6,026,423	$3,860,282	$1,779,847	$5,781,121
FY 2001	$413,037	$9,291,050	$1,693,603	$5,373,857
FY 2002	$11,060,644		$1,602,504	$5,684,858
FY 2003	$12,495,032.38		$1,588,312	$5,645,240
FY 2004	$13,235,881.00		$1,504,237	$5,700,134

As noted in Table 11, the Certificate Program has historically been the largest program and made the largest payments, followed by the Vouchers, 11B (Substantial Rehab.) and the Moderate Rehabilitation Programs. The Certificate Program has been reduced to only 141 Project Based Units.

Figure 21. Housing Assistance Payments (in millions) FY 1995-FY 2004



LOCATION OF UNITS

As illustrated in Figures 21 and 22, the families (including transfers into Providence) participating in the Certificate/Voucher and Moderate Rehabilitation Programs are spread throughout the city. There are participants residing in almost every census tract and neighborhood of our jurisdiction with the exception of the Wayland neighborhood on the East Side. The neighborhood with the most families is Upper South Providence (485 – 16%) followed by Elmwood (3273-12%) and the West End (248-9%). In previous years, Elmwood contained the largest number of participants, followed by Silver Lake and Upper South Providence as third. The shift since FY 2002 reflects the number of families residing at Lockwood Plaza. Only 5% of families with a PHA subsidy are living in another city or state.

Figure 22. Section 8 Distribution by Neighborhood

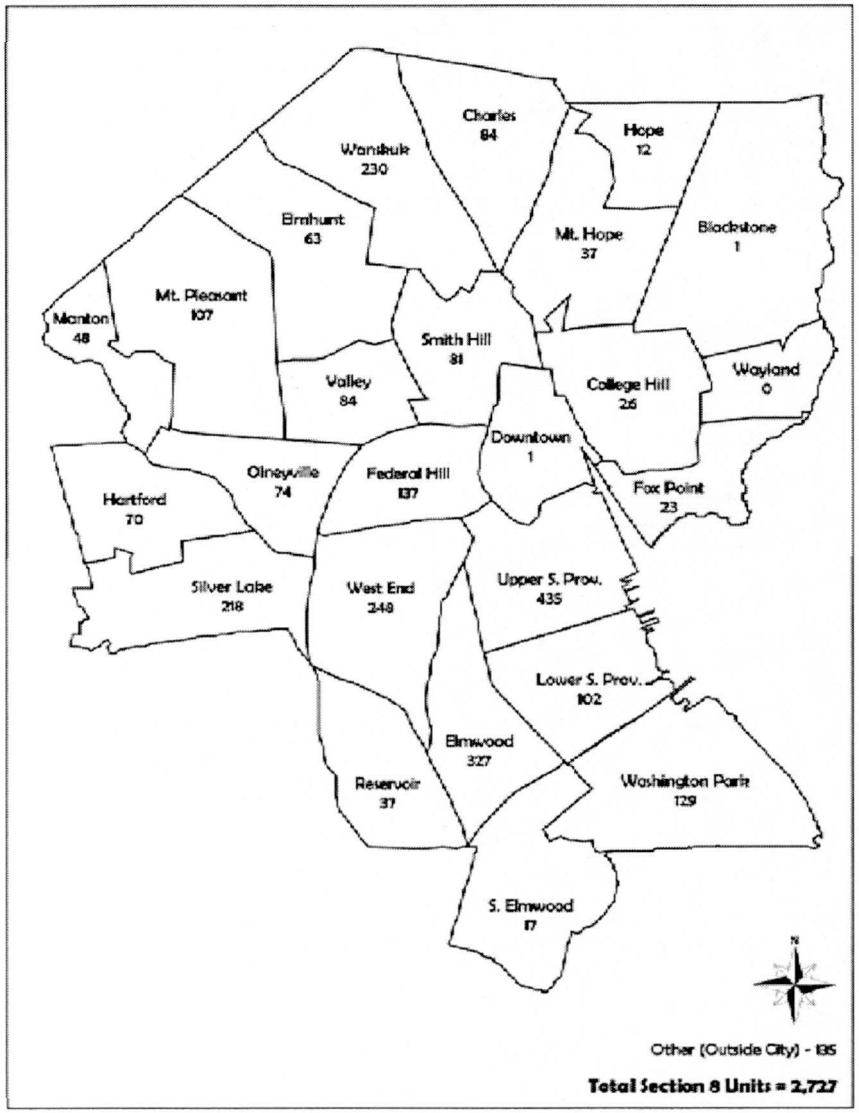
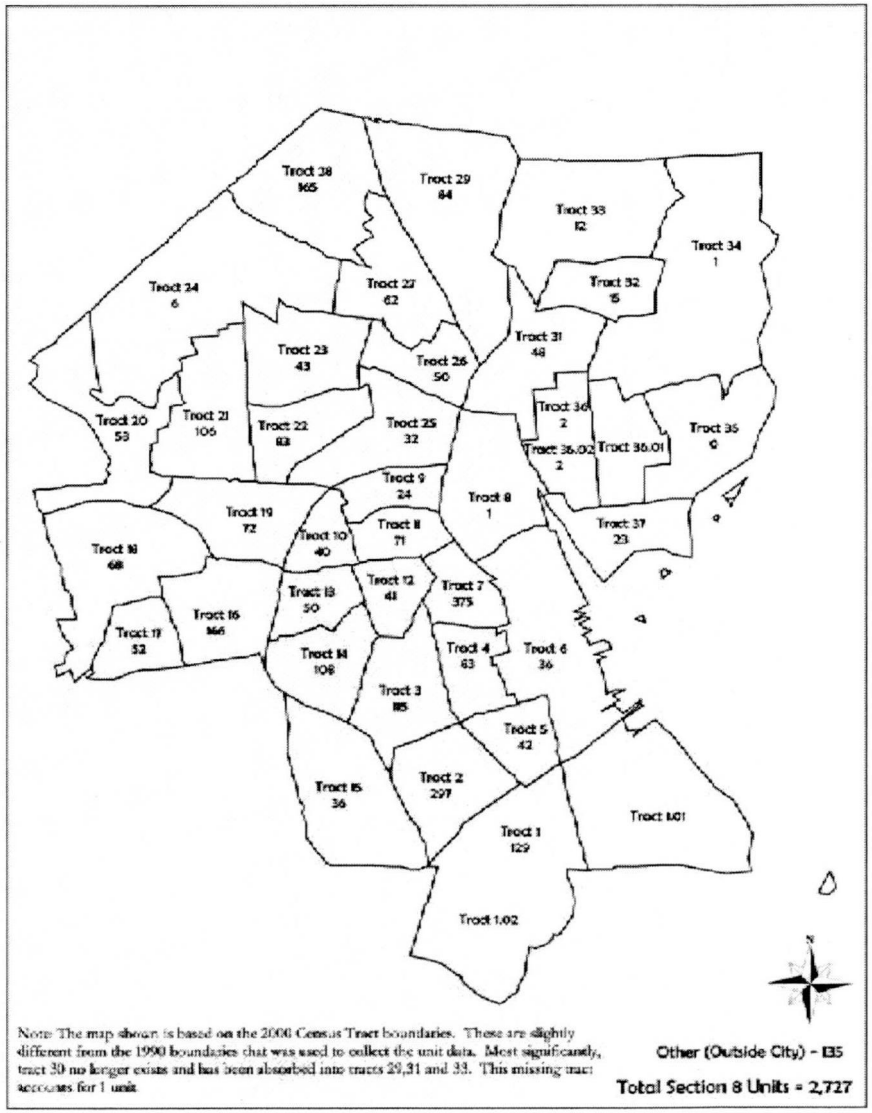


Figure 23. Section 8 Distribution by Census Tract





Department of Facilities Management

DIRECTOR'S SUMMARY

The current structure of the Department of Facilities Management was created in 1999, when the Department of Modernization and Development was merged with the Facilities Management Department. Facilities Management is organized into three divisions, Field Operations, Modernization, and Administration & Planning. It is the largest department at the PHA with more than 120 full time staff members. The Field Operations Division provides building and grounds maintenance services for the 268 buildings and 2,606 rental units owned by the PHA as well as "on call" unit maintenance service twenty-four hour a day, 365 days per year. The Modernization Division administers the Capital Fund Program (CFP), an annual grant to the PHA from HUD which funds the Authority's capital improvement projects. This Division also oversees the Authority's construction projects and provides technical assistance to Field Operations personnel in dealing with design and construction related issues. Administration & Planning is responsible for the day-to-day operation of the computerized work order system, and overseeing the department's occupational safety training program, the annual HQS inspection of the 2,607 apartments in the PHA's housing inventory, (reduced in June to 2,606 with the sale of a single family structure on Newark Street), the inventory control program at the Authority's nineteen warehouses, and the operation of the dispatch office, which is staffed 24 hours a day, seven days a week.

During FY 2004, 77,642 work orders were processed, a decrease of 4% from the previous year. This is attributed to a large (13%) decrease in scheduled maintenance work orders.

The HUD funded Capital Fund Program (CFP) finances the Authority's modernization projects. The Modernization Division prepares both an Annual Plan and a rolling Five-Year Plan for HUD approval. During FY 2004, the Authority had five open Capital Fund (modernization) budgets. CFP 50100 Budget, FY 2000, approved at $4,747,622, and CFP 50101 Budget, FY 2001, approved at $4,843,932, were both fully obligated and expended. The CFP 50102 Budget, FY 2002, approved at $4,601,981, was fully obligated and 85% expended at the end of the fiscal year. The Fiscal 2003 budget was funded in two installments by HUD last year. CFP 50103 Budget, approved at $3,786,437, was 57% obligated and 32% expended and Budget CFP 50203, totaling $754,623 was 33% obligated and 20% expended. The Authority submitted its new CFP Annual Plan for Fiscal Year 2004 funding (Budget 50104) in April 2004 with final approval expected by late August 2004.

The Modernization Division administered a number of important construction projects during the year, chief among them the completion of the new Facilities Management Administrative Building located on Laurel Hill Avenue at Hartford Park. The Modernization Division staff moved from Dexter Manor to the new FM Building in September along with the FM Administrative and Planning staff, Dispatchers, HQS Inspectors and the Purchasing staff all of whom were previously located at 335 Hartford. This move allowed the Finance and Policy & Planning Departments to move to space vacated by Modernization at 100 Broad Street and the Public Housing Unit (Police) to relocate into the office area previously occupied by the FM administration staff at 335 Hartford Avenue.

A second significant new building, the Hartford Park Community Center located next to the new FM building, is currently under construction. The contract for Phase I of the new Community Center was signed on 1 July 2003 with Calson Construction Corporation, who was also the General Contractor for the Facilities Management Building. Site mobilization for the

Community Center started at the end of July and Calson broke ground during August. By the end of the Fiscal Year, the new Community Center was 85% complete.

Several other modernization projects were completed this fiscal year. The HVAC system was upgraded and air circulation exhaust equipment at Parenti Villa was repaired. Repairs to the suspended concrete floor in the garage area of the Administration Building at Hartford Park were completed in June. Porch replacement and vinyl siding installation at the four Scattered Sites duplexes located on Chad Brown, Malbone, and Dome Streets was completed along with demolition work and renovations to the interiors of two handicapped Scattered Site units located at 397 Cahill and 14 French Streets. Two steam boilers, boiler #4 at Hartford and boiler #3 at Chad/Ad were retubed by Golden Rod Welding. At Chad Brown and Admiral Terrace, the ongoing modernization of kitchens continued this year with 25 additional units receiving new cabinets, countertops, sinks, faucets, hoods, stoves and refrigerators.

During the past Fiscal Year, four major incidents occurred at our developments which affected the operation of the department.

During the past Fiscal Year, four major incidents occurred at our developments which affected the operation of the department. In September, a recovery tank fitting at Manton Heights broke causing water to flood the entire boiler room to a depth of ten feet. Crews worked continuously for three months to restore the heating and hot water systems. Three other events were directly caused by the extreme winter weather of the past year. In January, frigid weather caused pipes to freeze at the Hartford Park high-rise which then broke after thawing. The resulting water damaged the fire alarm panel in the lobby below, which had to be replaced. Also in January, the cold weather, caused a fire sprinkler pipe to freeze and split in the mechanical room of Carroll Tower causing extensive damage to PHA and Verizon telecommunications equipment. In February, a gas explosion from a broken gas pipe in the street sent a fireball from the basement through the first and second floors of a Scattered Site duplex at 130 Tell Street resulting in a mother and her child being taken to the hospital.

FIELD OPERATIONS DIVISION

During the past Fiscal Year, four major incidents occurred at our developments which impacted on the department both operationally and financially. In September, a recovery tank fitting at Manton Heights broke causing water to flood the entire boiler room to a depth of ten feet. Electrical components, breaker panels, wiring, and the boilers themselves were all submerged. Power for computers, phones and lights was interrupted. A portable generator was transported from Hartford and set up to provide power and a temporary portable boiler was rented to provide hot water to the 330 families in the development. Contractors and PHA staff worked for three months to restore the heat, hot water and associated electrical systems. The boilers were repaired and placed back on line in mid December and in February an agreement for settlement of damages was reached between the PHA and its insurers.

During January, severe cold weather caused pipes to freeze at Hartford Park which then broke after thawing. The break occurred on the 5th floor above the lobby entrance at 335 Hartford Avenue. Water flooded the main entrance, lobby, and fire alarm panel. The Fire Department responded to the signal from the alarm panel and shut off the cold water supply to the building. The alarm panel could not be reset due to damage from the flowing water and the elevators were locked on the ground floor. The panel was disconnected which enabled the elevators to be reset and a fire watch was set up. The broken pipe was a supply line to the hose connections in the outside wall of the 5th floor recycling room. The interior wall was opened to expose the broken water line and it was repaired. The fire alarm panel, however, was significantly damaged and could not be repaired. A new panel was purchased and installed. By the end of January, the old system had been completely removed and the new system was wired in. Programming of the new system devices was completed in February.

Also during January, the cold weather, caused a fire sprinkler pipe to freeze and split in the mechanical room of Carroll Tower. The water caused extensive damage to PHA and Verizon telecommunications equipment. Repairs were made to the pipe and

replacement telecommunications equipment was installed. An additional electrical heater was added to keep the room temperature at a safe level.

On February 4th, at approximately 7 pm, a gas explosion sent a fireball from the basement through the first and second floors of a Scattered Site duplex at 130 Tell Street. The Providence Fire Department responded and rescue transported a mother and her child to the hospital. Families from six surrounding neighborhood houses were also evacuated, including five Authority housing units located adjacent to the blast. A temporary shelter was set up in the Parenti Villa Community Room for neighbors displaced from their homes. As workers from the New England Gas Company searched for the leak, a crack was discovered in a 4-inch cast iron street main, apparently caused by the prolonged cold. Officials believe natural gas leaked from the cracked main, became trapped under the frost, and eventually migrated into the house which led to the explosion. As a preventive measure, perimeter floor to wall construction joints and assorted floor cracks in the basements at 124-126, 130-132, and 136-138 Tell Street were sealed as required by the PUC. The unit was subsequently repaired and leased.

Maintenance Activities

✶ CHAD BROWN/ADMIRAL TERRACE

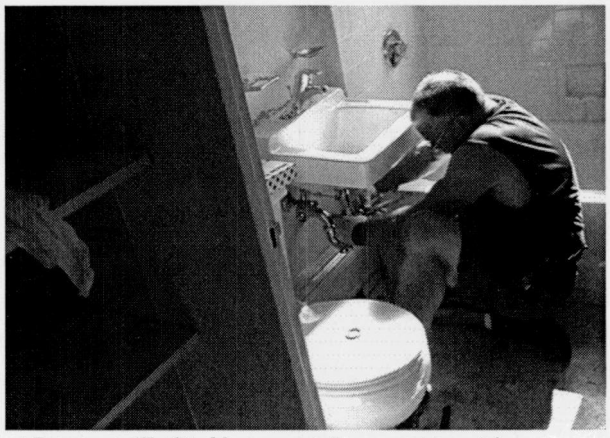
During the year, 72 units were turned around (UTA) by FM staff for lease, an increase of 7 from the previous year. Fix N Paint, our contract painter completed seven apartments during the year. The balance were done by PHA painters. Hawkeye Construction conducted the semi-annual walking flame ionization gas leak surveys in November 2003 and again in May 2004. The November survey revealed no leaks, while the May survey found two Class I leaks at 35 March and 57 Berkshire Street that required immediate repair. DiNoble Corp. was brought in to excavate the gas pipe and once the hole was opened and the pipe exposed, Henkels & McCoy, the Authority's corrosion engineering firm, was called to inspect the area of the leak and oversee repairs. GPL Construction performed the actual repairs to the gas lines which were completed the same day. A preliminary survey for new perimeter fencing was completed in June for both the Chad Brown and Admiral Terrace developments by modernization and OPP staff. This survey is to be used in a future grant application by OPPRD for decorative fencing. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in one apartment and Ruggieri Bros. installed vinyl composition floor tile in that apartment.

✶ ROGER WILLIAMS

At Roger Williams, during the year, eight units were turned around and given to the Management Department for lease, a decrease of three from last year. Our contract painter, Fix N Paint, completed six units during the year.

✶ CODDING COURT

Sixteen units at Codding Court were turned around and given to the Management Department for lease during the fiscal year, a decrease of seven from the year before. Fix N Paint, our contract painter, completed five units while PHA painters completed the balance of the UTA's.



A Department of Facilities Management staff person repairing a sink.

In addition, three additional units were painted by staff generated by HQS Inspections. In September, staff Carpenters removed old playground bench seats and installed new ones in their place. In October, December, and February staff painters painted over graffiti throughout the development in all common hallways and on the exterior of the buildings as needed. In April, BC Roof Service was brought in to repair a roof leak at the Community Center. In May, Daytop Sprinkler Specialists, Inc. inspected, repaired, and activated the irrigation system (lawn sprinkler) for summer use.

✶ HARTFORD PARK

In FY 2004, staff turned around 103 units for lease, a decrease of 13 from the previous year. Of this number, 21 were painted by Fix N Paint, the contract painter while the remaining 82 were done with PHA painters. Two units were cleaned by Nice and Neat Cleaning, our contract cleaner. A water leak occurred in the street on Bodell Avenue on January 20th. The Providence Water Department responded to shut off the valve in the street where the water was coming out of the ground. When the Water Department tried to shut the valve, it caused a break interrupting the water

supply to 6 Bodell Avenue. The following day, River Point Construction was brought in to repair the broken valve. It was later determined that the leak did not originate from the broken valve, but in the water main. River Point made repairs to the 8-inch pipe and added a gate valve to the line in that location for any future problems that may arise.

✶ MANTON HEIGHTS

The Facilities Management staff at Manton Heights turned around 61 units for lease during the year, an increase of 13 units over the previous year. The Authority's contract painter, Fix N Paint painted 23 units and the remaining 38 were done with PHA staff painters. Our contract cleaner, Nice & Neat Cleaning, cleaned three apartments in the development for painting during the year. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in one apartment and Ruggieri Bros. installed vinyl composition floor tile in that apartment this year.

Late in the evening of September 9-10, a 1½ inch brass nipple on a domestic hot water tank broke which flooded the entire boiler room under ten feet of water. Electrical components, breaker panels, wiring, and the boilers were all submerged. Initially there was no power for computers, phones or lights. The portable generator was transported from Hartford and set up to provide power and remained on site for about two weeks. A temporary boiler on a trailer was rented to provide hot water to the 330 families in the development. Frank I. Rounds Company, the Cleaver Brooks representative was called in to supply labor and material for general boiler repairs and James J. O'Rourke, Inc. to make any electrical repairs needed in order to resume normal operations. By mid November, existing boiler # 1 was up and running and being monitored on site. Once it was established that boiler # 1 was operating satisfactorily, work began on boiler # 2. New Andover Controls were completed. The rental boilers were removed from the site in December and the repaired boilers were placed back on line. Repair costs were tabulated and presented to the Authority's insurers in late January for their review and approval. During February the PHA insurers reached an agreed settlement. Arthur R. MacDonald, Ltd. was engaged to reline the existing domestic hot water tanks as part of the new domestic hot water system being installed by Delta Keyspan. During a water shut down for this project leaks were found at two water meters located at 25 Salmon and 465 Manton. Aero Mechanical, Inc. was contracted with to replaced the four gate valves at the two water meters which were leaking. Delta Keyspan continued to work on the installation of a new gas fired domestic hot water system and by June they had completed the installation of two new gas fired domestic hot water boilers and associated system piping. The new gas fired boilers were started up in June allowing the oil fired boilers to be shut down through the summer period. Most of the remaining control system work was addressed in May and system start up and punch completion is scheduled for early fall.

✶ DEXTER MANOR I AND II

During the past year, 48 units were turned over for lease, an increase of 10 from the previous year. Of this number, thirty were painted by Fix N Paint, the contract painter. After the Modernization staff moved from 100 Broad Street to the new Facilities Management building in September, the vacated area in the Administrative Office was painted. Ruggieri Flooring, Inc. completed the installation of new carpeting in the former Modernization area and in the Finance area of Dexter Manor II. The balance of the building had been done previously. In January, new shelves and cabinets were installed in the Accounting Office. Two administrative offices were relocated and the vacated spaces were repainted as well. The Administrative Office front entrance foyer was plastered and repainted. In May, FM staff coordinated a planned electrical power shutdown performed by Narragansett Electric on Saturday May 15th. This shutdown was part of work required for the future demolition of the adjacent Rolo Building on Pine Street. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in ten apartments and Ruggieri Bros. installed vinyl composition floor tile those apartments this year.

✶ DOMINICA MANOR

Twenty-three units were turned around during the year, a decrease of two from last year's total. Fix N' Paint completed painting of nine apartments during the year. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in ten apartments and Ruggieri Bros. installed vinyl composition floor tile in those apartments this year. The fascia boards, columns, and ceiling of the gazebo at Dominica Manor were painted.

✶ CARROLL TOWER AND PARENTI VILLA

In FY 2004, 80 units were turned over for lease at these two buildings, an increase of three from the previous year. Of this number, 39 were at Carroll and 41 at Parenti. Our contract painting company, Fix N Paint, completed the painting of 27 units, 14 at Carroll and 13 at Parenti with the remaining fifty-three done

by PHA painters. At Carroll Tower new sidewalks and ornamental fencing were installed along Washburn Street. This project was funded through a grant obtained from the City of Providence Community Development Program. The new concrete sidewalks were installed by Contractors Network and the fencing by Cosco, Inc. with work completed in November. On August 26th, a fire broke out in Apartment 912 at Carroll Tower at 6:15 a.m. The fire was extinguished and the scene was cleared for cleaning by approximately 8:00 A.M. Structural damage was minimal; however, there was water and heavy smoke damage. Clean up of the common hall space on the 9th floor was completed by noon. By the end of the day, debris was removed, the apartment was cleaned for paint and it was turned over to our asbestos abatement contractor to remove the asbestos floor tiles. The common hall space on the 9th floor was re-painted the next day.

On March 22nd, a fire occurred in apartment 1605 at Carroll Tower. The fire broke out at approximately 6 p.m., when the tenant, who was cooking, tried to extinguish a stove fire by smothering it with a blanket. The 16th floor was evacuated while residents on other floors remained in their apartments. The fire was under control in approximately twenty minutes and the tenant escaped unharmed.

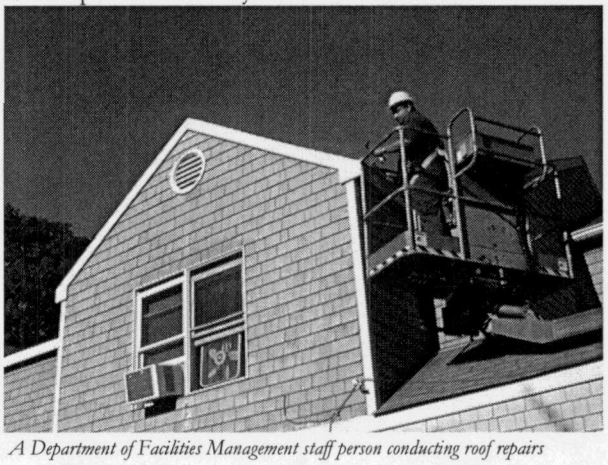
✶ KILMARTIN PLAZA

Twenty-one units were turned over for lease at Kilmartin Plaza, a decrease of 14 from the previous year. Fix N Paint, our contract painting company, completed eight with the remaining 13 done by PHA painters. An early morning fire occurred in apartment 418 at Kilmartin Plaza on November 1st. Extensive damage was done to the unit and FM staff removed the debris and began rehabilitating the unit. New drywall was installed; the ceiling was refinished and repainting of the apartment walls was completed. Repairs and repainting of damaged common space areas was also completed. New cabinets were installed once the painting was finished and new flooring by Ruggieri in December.

Another fire occurred on 6 January in the kitchen of Apartment 210. The kitchen cabinets on both sides of the stove were damaged and were replaced by staff along with the entire countertop. The apartment sustained smoke damage and required painting. The tenant was displaced for less than a week while repairs took place.

✶ SCATTERED SITES

At our Scattered Site developments during the past year, 46 units were turned over for lease, an increase of 4 from the previous year. Of this number, 20were painted by Fix N Paint, the contract painter. Nice & Neat Cleaning completed cleaning of ten apartments in the development for painting during the year. Ruggieri Brothers installed vinyl composition floor tile in six apartments this year.



A Department of Facilities Management staff person conducting roof repairs

✶ AUTHORITY WIDE

RI Communications was the low bidder for supplying eleven hand-held 2-way Midland radios programmed on separate frequencies for Hartford, Manton, Codding, and Roger Williams. These radios allow each Foreman to communicate with a sub-group of employees on a separate channel in an effort to reduce radio traffic on the existing PHA frequency. The licensing application for the frequencies was filed with the FCC and the radios were delivered in November. Brief training sessions for the sub-groups took place in December and January. In February, eight more of these radios were ordered for the hi-rises. As with the previously purchased radios, these will allow the Lead Laborer in each high-rise building to communicate with a sub-group of employees on a separate channel. Ten new HT-1000 Motorola radios with batteries, chargers, belt-clips, and cases were purchased for staff use.

The first major snowstorm of the season occurred on Friday, December 5th. Snow started that afternoon and continued through most of the night, all day the following day, and into the first half of Sunday. Severe winds caused the snow to drift making certain areas impassible. By the end of the storm, snow accumulation measured 18 inches. Thirty staff members were called in. Snow removal equipment that was utilized included 10 trucks with plows, one sander, 11 snow blowers, seven tractors with plows, and two front-end loaders. There were a total of 564 man-

hours devoted to snow removal efforts from this weekend storm.

The department conducted its quarterly inspections of gas lines in addition to the semi-annual leak detection surveys conducted by a consultant for the gas systems at Hartford Park, Chad Brown, Admiral Terrace, and Manton Heights. Hawkeye Construction conducted the walking flame ionization gas leak surveys in November 2003 and May 2004. The November survey revealed two leaks at Manton Heights. Both leaks were classified as Class II leaks that are non-hazardous at the time of detection, but justify a scheduled repair. The May survey, however, detected two Class I leaks at Chad Brown. These were hazardous and required immediate repair. DiNoble was immediately notified to bring in a backhoe and begin the dig. Once the pipe was exposed, Henkels & McCoy, the Authority's corrosion engineering firm, was brought in to examine the pipe and identify the source of the leak. GPL Construction completed repairs at both locations the same day. In June, bids were received for the Authority-Wide Collection and Disposal of Debris and Trash on April 27th. After reviewing the bids, a contract was awarded to Waste Management, Inc., who submitted the lowest responsible bid but was not the low bidder. One of the bidders objected to the award and requested a hearing on the award which took place on 9 June. The Appeal Board upheld the bid award to Waste Management. A three-year contract was awarded to the low bidder, ThyssenKrupp Elevator for Authority-Wide Elevator Maintenance.

ADMINISTRATION & PLANNING DIVISION

HQS Inspections

The two Facility Management HQS Inspectors continued to perform individual unit and Buildings and Grounds inspections using their handheld computers. The Inspectors perform property, site, common area and building exterior inspections annually. Skilled trade and HVAC staffs perform the various building system inspections. The inspectors schedule which units are to be inspected, perform the actual inspections, and generate work orders based on violations identified. The PHAS system tracks the inspection date, work orders generated, and whether the building passed or failed. The two inspectors inspected all 2,607 dwelling units in the PHA inventory during FY 2004. A total of 9,666 work orders were generated from the HQS inspections. No REAC PHAS inspection of PHA property was performed this year as the Authority was a high performer during the previous inspection year. High performers are inspected every two years instead of annually.

Inventory Control

The annual inventory was conducted on June 24th and 25th, 2003 and reports were forwarded to the Finance Department. The value of the inventory was determined to be $327,990. When the inventory was completed, 94.4% of the inventory value was initially accounted for.

Work Orders

Facilities Management personnel processed 77,642 work orders during the fiscal year; a decrease of 3,376 or 4.2% from the previous year. This decrease was attributable to reductions in both scheduled maintenance planned work orders (-3,764) and scheduled maintenance preventative work orders (-2,152). These reductions more then offset a 16.9% (1,396) increase in HQS work orders from last year. The decrease in both types of scheduled work orders was a direct result of the ongoing efforts by the FM administrative staff to reduce the frequency of many work orders to better reflect actual need. Many daily work orders were changed to once a week as repeating these tasks on a daily basis was overkill and a waste of scarce resources. The increase in HQS work orders from last year validates the often stated opinion among FM Foremen that over the past several years the overall physical condition of our units from year to year has been deteriorating. This deterioration and lack of respect for property can also be seen in the increase in litter, vandalism and graffiti, not only at PHA developments, but in the surrounding neighborhoods as well. Articles in the local press also cite more and more incidents of vandalism and graffiti throughout the metropolitan area, downcity, and the suburbs.

Work orders are categorized into nine types: (1) emergency, (2) urgent, (3) routine, (4) vacancy rehabilitation, (5) HQS referrals-MOD, (6) scheduled maintenance planned (7) scheduled maintenance preventative, (8) vandalism and (9) extraordinary. Routine work orders at 42% of the total, made up the largest percentage of work orders generated. Scheduled maintenance planned was the next most common category at 33%. A total of 31% of the scheduled maintenance planned work orders were performed in family sites and 69% in elderly sites. This category includes most day-to-day work tasks associated with interior and exterior building common area work at developments. Also included are seasonal programs such as snow removal and lawn care. Scheduled maintenance preventive was the next highest category at 17% of the total workload. Of the

work orders generated during the fiscal year, 2,807, or 4% were outstanding as of June 30, 2004. This is in line with the department's accomplishments in each of the past ten years.

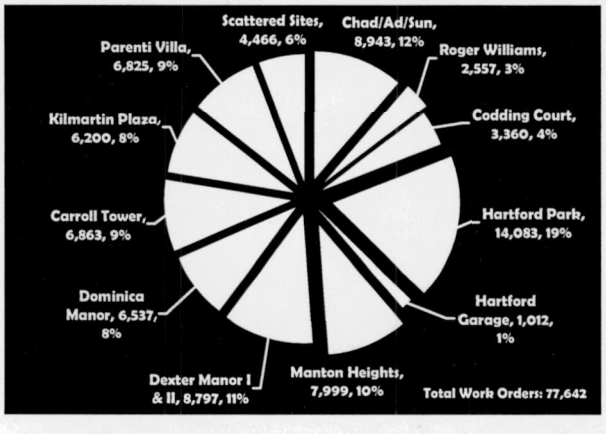
Table 1. Total Work Orders FY 1995 – FY 2004

Fiscal Year	Work Orders	Percent change from Previous Year
FY 1995	51,530	5.29%
FY 1996	53,074	3.00%
FY 1997	53,997	1.74%
FY 1998	55,220	2.26%
FY 1999	57,283	3.74%
FY 2000	62,346	8.84%
FY 2001	72,040	15.55%
FY 2002	75,139	4.30%
FY 2003	81,018	7.82%
FY 2004	77,642	-4.16%
Average	**63,929**	**N/A**

✶ WORK ORDERS BY DEVELOPMENT

Hartford Park, with the greatest number of units at PHA, for the eleventh consecutive year produced the largest number of work orders. In FY 2004, there were 14,083 work orders at Hartford Park, or 18% of the total annual workload. In addition, there were another 1,012 work orders charged to the maintenance garage which was separated from the Hartford total this year. If they were added to the Hartford total the difference from year to year would be -4.12%. The Chad Brown/Admiral Terrace and Sunset Village developments accounted for the second highest total of work orders at 8,943, or 12% of the annual total.

Figure 1. Work Orders by Development FY 2004



The fewest work orders recorded occurred at the Roger Williams development for the ninth consecutive year. There were 2,557 work orders, or 3% of the annual total at Roger Williams. Table 2 depicts the percent change in work orders written at each development from FY 2003 to FY 2004.

Table 2. Change in Work Orders by Development FY 2003 to FY 2004

Development	FY 2003	FY 2004	Percent Change
Chad/Ad/Sun	9,660	8,943	-7.42%
Roger Williams	2,599	2,557	-0.01%
Codding Court	3,405	3,360	-1.32%
Hartford Park	15,745[1/]	14,083[2/]	-10.55%[3/]
Hartford Garage	N/A[4/]	1,012	N/A
Manton Heights	7,332	7,999	9.09%
Dexter Manor I & II	10,216	8,797	-13.88%
Dominica Manor	6,462	6,537	1.16%
Carroll Tower	6,713	6,863	2.23%
Kilmartin Plaza	6,712	6,200	-7.62%
Parenti Villa	7,664	6,825	-10.94%
Scattered Sites	4,510	4,466	-0.97%
Total	**81,018**	**77,642**	**-4.16%**

[1/] Includes total from Garage
[2/] Excludes total from Garage which is now separate
[3/] If garage WO's were included in 03, % would be -4.12
[4/] Information on the garage WO's was not kept in 2003

From FY 2003 to FY 2004 there was a decrease of 3,376 work orders or 4.16% from the previous year. Only at Carroll Tower (+2.23), Dominica Manor (+1.16%), AND Manton Heights (+9.09%) were more work orders generated in FY 2004 than the previous year.

✶ NUMBER OF WORK ORDERS TO UNITS

The ratio of work orders to PHA units in FY 2003 was 31:1. This has decreased to an average of 30:1 for FY 2004. With a total of 36,692 work orders, the elderly/disabled developments generated an average of 33 work orders per unit while the family developments had an average of 28 work orders per unit. Roger Williams generated the highest per unit average of 64 work orders. While these numbers provide an overall view of total work order levels, an examination of gross work order numbers does not provide a fair comparison. The number of work orders generated for a development is related to its age, physical condition, and the fact that some work order classifications produce the same numbers of work orders, regardless of the number of units in the development. Table 3 presents the Work Orders to Unit Ratios for all developments.

Table 3. Work Orders to Unit Ratio FY 2004

Development	No. of Work Orders	No. of Units	Ratio
Chad Brown	5,733	198	29:1
Admiral Terrace	2,876	153	19:1
Sunset Village	334	24	14:1
Roger Williams	2,557	40	64:1
Codding Court	3,360	120	28:1
Hartford Park	10,850	388	28:1
Hartford Hi-Rise	3,233	120	27:1
Hartford Garage [1/]	1,012	N/A	N/A
Manton Heights	7,999	330	24:1
Dexter Manor I	7,211	200	36:1
Dexter Manor II	1,586	91	17:1
Dominica Manor	6,537	204	32:1
Carroll Tower	6,863	194	35:1
Kilmartin Plaza	6,200	106	58:1
Parenti Villa	6,825	194	35:1
Scattered Sites	4,466	245	18:1
Total	**77,642**	**2,607**	**30:1**

[1/] Garage work orders are not associated with a unit

Figure 2. Average Number of Work Orders per Unit FY 2004

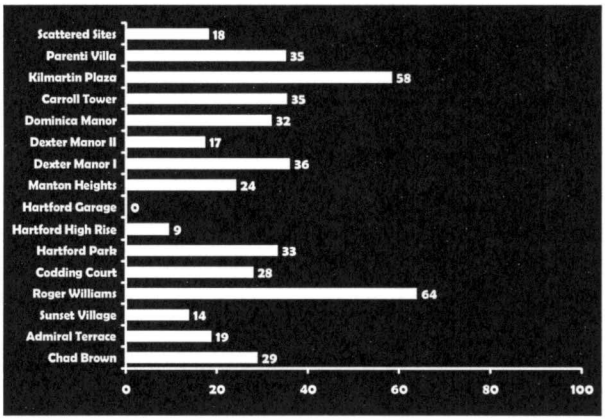
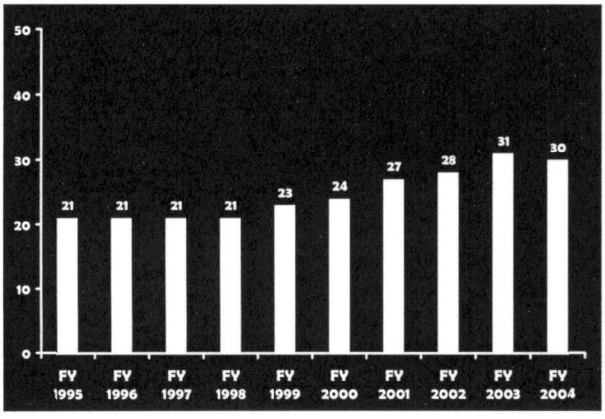


Figure 3. Average Number of Work Orders per Unit FY 1995 – FY 2004



Note: These figures reflect actual work order generated for the fiscal year. The figures do not include carry-overs from the previous year.

✶ WORK ORDERS BY CATEGORY TYPE

The Facilities Management Department tracks work orders by nine category types: (1) emergency, (2) urgent, (3) routine, (4) vacancy rehabilitation, (5) HQS referrals-MOD, (6) scheduled maintenance planned, (7) scheduled maintenance preventative, (8) vandalism, and (9) extraordinary. Several categories of work orders are used for the Public Housing Assessment System (PHAS) monitoring and reporting. The PHA's computerized work order system provides the Authority with the ability to classify work under the nine work categories as well as almost 900 individual service codes. The service codes are broken down by general work type such as electrical, plumbing, carpentry, appliances, boilers, general maintenance etc. Under each work type there are a large number of specific codes for the individual tasks done under the major types. For example under appliances there are codes for various types of refrigerator repairs and stove repairs. This allows for all types of detailed analysis of the work order data by sorting various selection criteria.

Over the past ten years, the distribution of work orders by type has remained relatively constant. As the general level of work orders increases, so does the general level by type for each type in relation to its percentage of the total annual work orders. Scheduled maintenance, both planned and preventative, routinely comprises the majority of work orders averaging 58% of the total over the past ten years. Routine work orders account for 28% of the total. Emergency, urgent, vacancy rehabilitation, HQS inspection, vandalism, and extraordinary work orders make up the balance of 14%.



Department of Facilities Management staff spreading mulch during spring clean up

During FY 2004, the department of Facilities Management performed 77,642 work orders. This year, for the first time in ten years, the number of work orders has decreased. The percentage relationship between work order types however, has remained relatively constant. Scheduled Maintenance still commands the highest amount of staff attention as 39,054 work orders were written for this category. Routine work orders continue to be the second highest type written with 32,501.

Figure 4. Work Orders as a Percent of Total by Type FY 2004

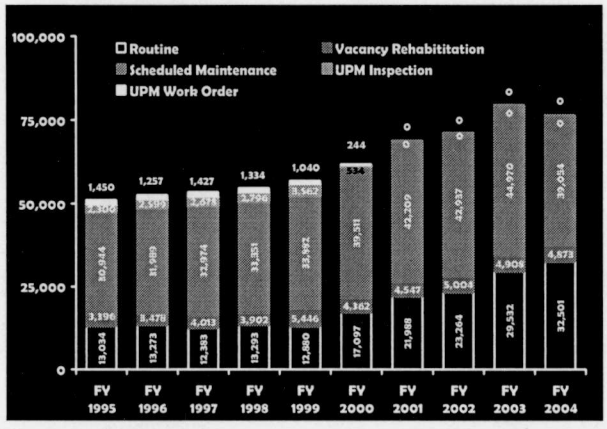

100,000
75,000
50,000
25,000
0
Routine
Scheduled Maintenance
UPM Work Order
Vacancy Rehabitation
UPM Inspection
1,450
1,257
1,427
1,334
1,040
244
534
0
0
0

Table 4. Work Order Categories as a Percent of Total Work Orders FY 1995 – FY 2004

Year	Emergency	Urgent	Routine Resident Service	Vac. Rehab/Unit TA	Planned/Preventive	Sched Maint-Plan	Sched Maint-Prev	Vandalism	UPM Inspection	UPM Work Order	Cyclical Paint	Extraordinary	HQS Referrals	Total	Total W/O's Completed	% W/O's Completed
FY 1995	72	N/A	13,034	3,396	30,944	N/A	N/A	221	2,300	1,450	113	N/A	N/A	**51,530**	50,480	96.0%
Percent	0.14%	N/A	25%	7%	60%	N/A	N/A	0.43%	4%	3%	0.22%	N/A	N/A	**100%**		
FY 1996	133	N/A	13,273	3,478	31,989	N/A	N/A	255	2,599	1,257	90	N/A	N/A	**53,074**	51,756	95.0%
Percent	0.25%	N/A	25%	7%	60%	N/A	N/A	0.48%	5%	2%	0.17%	N/A	N/A	**100%**		
FY 1997	148	N/A	12,383	4,013	32,974	N/A	N/A	234	2,678	1,427	140	N/A	N/A	**53,997**	53,989	99.0%
Percent	0.27%	N/A	23%	7%	61%	N/A	N/A	0.43%	5%	3%	0.26%	N/A	N/A	**100%**		
FY 1998	121	N/A	13,293	3,902	33,351	N/A	N/A	233	2,796	1,334	190	N/A	N/A	**55,220**	55,160	99.6%
Percent	0.22%	N/A	24%	7%	60%	N/A	N/A	0.42%	5%	2%	0.34%	N/A	N/A	**100%**		
FY 1999	110	N/A	12,880	5,446	33,882	N/A	N/A	219	3,562	1,040	144	N/A	N/A	**57,283**	57,245	99.5%
Percent	0.19%	N/A	22%	10%	59%	N/A	N/A	0.38%	6%	2%	0.25%	N/A	N/A	**100%**		
FY 2000	187	167	17,097	4,362	39,511	N/A	N/A	174	534	244	60	10	N/A	**62,346**	62,046	99.0%
Percent	0.30%	0.27%	27%	7%	63%	N/A	N/A	0.28%	0.86%	0.39%	0.10%	0.02%	N/A	**100%**		
FY 2001	871	1,635	21,988	4,547	N/A	27,752	14,457	213	N/A	N/A	N/A	13	564	**72,040**	71,380	98.0%
Percent	1%	2%	31%	6%	N/A	39%	20%	0.30%	N/A	N/A	N/A	0.02%	1%	**100%**		
FY 2002	749	2,655	23,264	5,004	N/A	27,735	15,202	337	N/A	N/A	N/A	2	191	**75,139**	75,223	99.0%
Percent	1%	4%	31%	7%	N/A	37%	20%	0.45%	N/A	N/A	N/A	0.00%	0.25%	**100%**		
FY 2003	578	603	29,532	4,908	N/A	29,529	15,441	308	N/A	N/A	N/A	0	119	**81,018**	80,020	98.8%
Percent	0.71%	0.74%	36%	6%	N/A	36%	19%	0.38%	N/A	N/A	N/A	0%	0.15%	**100%**		
FY 2004	621	196	32,501	4,873	N/A	25,765	13,289	254	N/A	N/A	N/A	1	142	**77,642**	76,970	99.1%
Percent	0.80%	.025%	42%	6%	N/A	33%	17%	0.33%	N/A	N/A	N/A	0%	0.18%	**100%**		

Notes: 1) Planned/Preventative Maintenance was split into Scheduled Maintenance Planned and Scheduled Maintenance Preventative in FY2001.
2) UPM Inspection, UPM Work Order and Cyclical Paint were discontinued after 2000 and became HQS Referrals in 2001.
3) Two new categories – Urgent and Extraordinary were added in 2000.

1. Emergency Work Orders

The department recorded 621 emergency work orders during FY 2004, a 7% increase from FY 2003. This increase is attributable to the effectiveness of the HQS inspection system over the past several years in identifying emergencies as well as making sure work orders are not misclassified as emergencies. The majority of emergency work orders are electrical include such things as missing switch and outlet covers, broken or GFI's, and exposed wires. The second most frequent type is missing or malfunctioning smoke detectors. Others include gas orders or gas leaks and any situation that might cause an immediate threat to the health and safety of residents. It is the policy of the Authority that Emergency Work Orders are responded to and stabilized or completed within 24 hours of when they occur.

2. Urgent Work Orders

This category of work order, newly created during FY 2000, is part of the implementation of the new DPS system Work Order Module. It is a category of tenant services performed that denotes more of a sense of urgency is needed in response to the request as opposed to routine. Urgent calls are situations that pose a threat to persons or property if left unattended, but not life threatening. This type of situation, if not addressed, could allow damage to be caused to PHA buildings or systems, such as roof leaks, water leaks or floods, broken window glass, etc. Urgent requests are normally addressed within twenty-four hours but are a lower priority then emergencies. During FY 2004, the department recorded 196 urgent work orders, a 67% decrease from FY 2003.

Urgent calls are situations that pose a threat to persons or property if left unattended, but not life threatening.

3. Routine Work Orders

The department recorded 32,501 routine work orders (resident) during FY 2004, an increase of 10% over FY 2003 routine requests and equivalent to 42% of the total annual workload. HQS inspectors or the past four years have advised residents to call in routine work orders as they occur.

Table 5. Routine Work Orders per Unit Ratio FY 2004

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	3,305	198	17:1
Admiral Terrace	1,815	153	12:1
Sunset Village	286	24	12:1
Roger Williams	532	40	13:1
Codding Court	1,127	120	9:1
Hartford Park	6,025	508	12:1
Hartford Garage	1,012	N/A	N/A
Manton Heights	4,832	330	13:1
Dexter Manor I	2,194	200	11:1
Dexter Manor II	943	91	10:1
Dominica Manor	2,039	204	10:1
Carroll Tower	2,039	194	11:1
Kilmartin Plaza	1,181	106	11:1
Parenti Villa	2,240	194	12:1
Scattered Sites	3,381	245[1/]	14:1
Total	**32,501**	**2,607**	**12:1**

[1/] One unit was sold at the end of June 2004

4. Vacancy Rehabilitation

Vacancy Rehabilitation work orders are the work orders generated for the work associated with Unit Turnarounds were all necessary work in a unit is completed so it is ready to lease. Once this is done it is given to the Management Department to lease. Facilities Management staff performed 4,873 vacancy rehabilitation work orders during FY 2004, an increase of 35 work orders or 1% from the previous year. There were 478 dwelling units "turned around" by Facilities Management Staff in FY 2004, which is two less than the previous year. Of the total turnarounds, 21% were efficiency units, 23% were one-bedroom, 21% two-bedroom, 26% three bedroom, 7% four bedroom, and 2% were five bedroom units. Additionally, Private Contactors painted 145 apartments that were turned over during the year. All units were cleaned, painted and repaired as needed in preparation for leasing.

5. HQS Referrals - Mod

The inspections work order category was originally created in FY 1992 to provide information for the HUD evaluation of Public Housing Agencies using the Public Housing Management Assessment Program.

(PHMAP), which is now know as the Public Housing Assessment Program (PHAS). To attain a high rating under PHAS, a housing authority must inspect all of its units annually. This category was originally called Unit Preventative Maintenance and consisted of a second annual unit inspection in addition to the HQS inspection required by PHMAP and conducted by Housing Management. It was determined that a great deal of duplication of effort caused the program quality to suffer with so many different people conducting inspections. In December 2000, a single inspection system was established with two full time trained inspectors as part of the Facilities Management staff. Inspections are completed using handheld computers that automatically record inspection results and generate the appropriate work orders. Housing Quality Standard (HQS) Modernization. Referrals are work orders that are generated by the Housing Inspector and forwarded to the Modernization Division. The Modernization Division is then responsible for reviewing these work orders and attempting to fund them under the Capital Fund Program. These work orders are tracked and reported separately by the system in order to ensure compliance with PHAS requirements. In FY 2004, 142 HQS Modernization referral work orders were generated.

The following table shows that during FY 2004, Facilities Management Inspectors performed 2,607 inspections using the UPCS standards. UPCS standards require an inspector to verify that a unit is vacant and then record the corresponding inspection as inconclusive.

Table 6. HQS Status FY 2004

Work Order Type	Chad Brown	Admiral Terrace	Sunset Village	Roger Williams	Codding Court	Hartford Park (04)	Hartford Park (06)	Hartford Park (19)	Manton Heights	Dexter Manor I	Dexter Manor II	Dominica Manor	Carroll Towers	Kilmartin Plaza	Parenti Villa	Scattered Sites	Total
Number Inspected	198	153	24	40	120	392	84	32	330	200	91	204	194	106	194	245	2,607
HQS [1]	1130	721	70	185	429	1661	280	0	1398	386	322	264	351	204	410	1756	9,567
Work Order per Unit	5.71	4.71	2.91	4.63	3.58	4.24	3.33	0	4.24	1.93	3.54	1.29	1.81	1.92	2.11	7.17	3.67
Appliance	173	116	11	43	104	245	56	0	236	68	38	17	45	16	69	297	1,534
Percent	15%	16%	16%	23%	24%	15%	20%	0%	17%	18%	12%	6%	13%	8%	17%	17%	16%
Boiler	29	9	2	3	4	13	0	0	7	2	6	10	1	0	2	47	135
Percent	3%	1%	3%	2%	1%	1%	0%	0%	1%	1%	2%	4%	<1%	0%	0%	3%	1%
Carpentry	248	196	11	18	42	349	35	0	254	65	60	32	46	62	65	353	1,836
Percent	22%	27%	16%	10%	10%	21%	13%	0%	18%	17%	19%	12%	13%	30%	16%	20%	19%
Electrical	187	83	11	46	77	319	61	0	223	25	24	35	52	26	56	321	1,546
Percent	17%	12%	16%	25%	18%	19%	22%	0%	16%	6%	7%	13%	15%	13%	14%	18%	16%
Gen. Maint.	179	118	12	33	77	346	56	0	311	114	112	45	101	59	87	365	2,015
Percent	16%	16%	17%	18%	18%	21%	20%	0%	22%	30%	35%	17%	29%	29%	21%	21%	21%
Plumbing	226	153	23	40	107	320	57	0	268	101	75	103	100	38	129	294	2,034
Percent	20%	21%	33%	22%	25%	19%	20%	0%	19%	26%	23%	39%	28%	19%	31%	17%	21%
Painting	44	5	0	2	16	22	2	0	27	2	1	5	4	1	2	23	156
Percent	4%	1%	0%	1%	4%	1%	1%	0%	2%	1%	<1%	2%	1%	<1%	0%	1%	2%
Referrals [2]	34	17	0	0	2	39	8	0	51	9	6	17	2	2	0	25	212
Percent	3%	2%	0%	0%	<1%	2%	3%	0%	4%	2%	2%	6%	1%	1%	0%	1%	2%
Building /Grounds	10	24	0	0	0	8	5	0	21	0	0	0	0	0	0	31	99
Percent	1%	3%	0%	0%	0%	<1%	2%	0%	2%	0%	0%	0%	0%	0%	0%	2%	1%

[1] Total WO's summarizes all WO types except Buildings and Grounds since they are not unit specific

[2] Referrals are made to Management, and Modernization concerning safety, hazardous material and poor housekeeping among others

Table 7 summarizes the number and type of work orders generated from the HQS inspections. The total passed columns reflects the total number of units that have passed inspection to date, including re-inspections performed after initial inspection. During the past fiscal year, 2,607 HQS inspections were performed generating 9,567 work orders or an average of 3.67 work orders per unit inspected. Scattered Sites averaged the highest number of work orders per inspection at 7.17, while Dominica Manor generated the lowest average at 1.29 work orders per unit. By type, carpentry, electrical and plumbing work orders were most common at approximately 18% each of all work orders generated. Boiler and Mod referral work orders were the lowest at 1% and 2% each of all work orders generated.

At the end of June, 2004 a single family unit at 29 Newark Street was sold. The inspection for this unit had already been done for the year.

Table 7. HQS Inspection Status By Development FY 2004

Development	Total Units	Total Inspected	% of Units Inspected	Total Passed	% Passed	Total Failed	% Failed	Total Inconclusive	% Inconclusive	% Not Inspected
Chad Brown	198	198	100%	196	99%	2	1%	0	0%	0%
Admiral Terrace	153	153	100%	142	93%	10	7%	1	1%	0%
Sunset Village	24	24	100%	24	100%	0	0%	0	0%	0%
Roger Williams	40	40	100%	40	100%	0	0%	0	0%	0%
Codding Court	120	120	100%	120	100%	0	0%	0	0%	0%
Hartford Park (04)	392	392	100%	386	98%	4	1%	2	1%	0%
Hartford Park (06)[1/]	84	84	100%	79	94%	5	6%	0	0%	0%
Hartford Park (19)	32	32	100%	32	100%	0	0%	0	0%	0%
Manton Heights	330	330	100%	326	99%	3	1%	1	0%	0%
Dexter Manor I	200	200	100%	199	99%	0	0%	1	1%	0%
Dexter Manor II	91	91	100%	91	100%	0	0%	0	0%	0%
Dominica Manor	204	204	100%	204	100%	0	0%	0	0%	0%
Carroll Towers	194	194	100%	191	98%	1	1%	2	1%	0%
Kilmartin Plaza	106	106	100%	106	100%	0	0%	0	0%	0%
Parenti Villa	194	194	100%	194	100%	0	0%	0	0%	0%
Scattered Sites	245 [2/]	245	100%	245	100%	0	0%	0	0%	0%
Total	**2,607** [2]	**2,607**	**100%**	**2,575**	**99%**	**25**	**<1%**	**7**	**<1%**	**0%**

Notes: [1/] The total does not include thirty-two units (32) which are in four vacant buildings, which are deprogrammed.
[2/] One scattered site unit that was inspected was sold in late June reducing the total to 2606.

6. Scheduled Maintenance

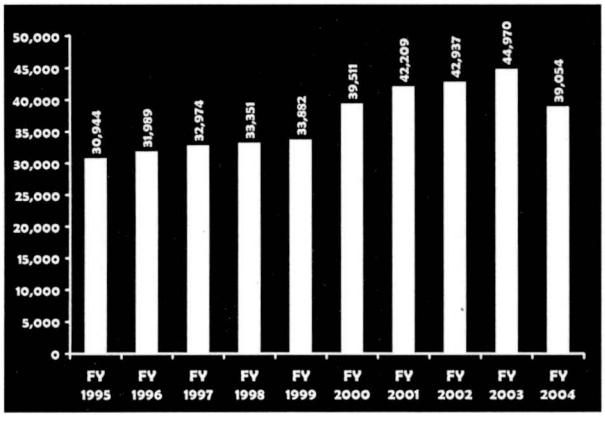
Scheduled Maintenance work orders are made up of two sub-categories: Scheduled Maint-enance-Planned and Scheduled Maintenance- Preventive. Scheduled Maintenance-Planned refers to work orders issued for the performance of routine maintenance items that are done in the same way at regularly scheduled intervals such as mopping hallways, collecting litter and mowing lawns. There were 25,765 Scheduled Maintenance-Planned work orders this year. Scheduled Maintenance-Preventive refers to work orders issued for scheduled maintenance procedures that are systematically performed at regular intervals to prevent premature deterioration of the buildings and systems.

Examples of this type work order include servicing furnaces and boilers, inspecting fire extinguishers and checking vehicles. The total work orders for this sub-category amounted to 13,289 this fiscal year. There were 39,054 Scheduled Maintenance work orders in FY 2004, a decrease of 13% or 3,764 work orders less than FY 2003.

Table 8. Scheduled Maintenance Work Orders per Unit Ratio FY 2004

Development	Number of Work Orders	Number of Units	Ratio
Chad Brown	1,726	198	9:1
Admiral Terrace	699	153	5:1
Sunset Village	0	24	0:1
Roger Williams	1,934	40	48:1
Codding Court	2,085	120	17:1
Hartford Park	4,496	388	12:1
Hartford High-Rise	2,097	120	17:1
Manton Heights	2,717	330	8:1
Dexter Manor I	4,690	200	23:1
Dexter Manor II	444	91	5:1
Dominica Manor	4,278	204	21:1
Carroll Tower	4,445	194	23:1
Kilmartin Plaza	4,848	106	46:1
Parenti Villa	4,291	194	22:1
Scattered Sites	304	245	1:1
Total	**39,054**	**2,607**	**15:1**

Figure 5. Total Scheduled Maintenance Work Orders FY 1995 – FY 2004



7. Vandalism

During FY 2004, the department completed 254 Vandalism work orders, a decrease of 54 work orders or 18% from FY 2003. Vandalism work orders include graffiti removal and repair of damaged or destroyed exterior and hallway lighting. Vandalism work orders consistently comprise less than 1% of all PHA work orders annually.

8. Extraordinary

Extraordinary work orders include any type of request that refers to items unusual in nature or that do not fall under any one of the other work order categories. Only one work order in FY 2004 was written in this category.

✶ WORK ORDER CATEGORY TYPE BY DEVELOPMENT

The family developments accounted for 50% of the total work orders generated in FY 2004. With the exception of Scheduled Maintenance/Planned, where 77% of the work orders occurred in Elderly/Disabled units, all other work order types occurred at a higher rate in the family developments than the actual number of units would indicate. For example, 97% of HQS Referrals, 90% of the Vandalism, 76% of the Emergency, 67% of the Urgent, and 64% of the Routine work orders occurred in family developments. Table 10 summarizes by development all work order type

Table 9. Work Order Type by Development Type FY 2004

Work Order Type	Family		Elderly / Disabled		Total
	#	%	#	%	
Emergency	469	76%	152	24%	621
Res. Service/ Routine	20,702	64%	11,799	36%	32,501
Planned Scheduled Maintenance	5,938	23%	19,827	77%	25,765
Unit TA Vacancy-Rehabilitation	3,222	66%	1,651	34%	4,873
Vandalism	229	90%	25	10%	254
Urgent	131	67%	65	33	196
HQS Referrals	138	97%	4	3%	142
Extraordinary	1	100%	0	0%	1
Scheduled Preventative Maintenance	8,023	60%	5,266	40%	13,289
Total	**38,853**	**50%**	**38,789**	**50%**	**77,642**

✶ WORK ORDER STATUS BY TYPE AND DEVELOPMENT

Table 10 summarizes the FY 2004 work orders by type and development. Hartford Park experienced, by a wide margin, the highest number of work orders at 20% of the total annual workload. However, this is in line with the fact that Hartford Park has 19% of the total units in the PHA inventory.

Table 10. Work Order Status by Type and Development FY 2004

Development	Emergency	Urgent	Routine	Vacancy Rehab.	HQS Refer-MOD	Scheduled Maintenance Planned	Scheduled Maintenance Preventative	Vandalism	Extra-Ordinary	Total	Percent
Chad Brown	60	18	3,305	585	18	573	1,153	21	0	5,733	7%
Admiral Terrace	38	14	1,815	287	16	398	301	7	0	2,876	4%
Roger Williams	21	2	532	62	0	671	1,263	6	0	2,557	3%
Codding Court	28	10	1,127	102	1	910	1,175	7	0	3,360	4%
Hartford Park	130	33	6160	828	85	1,900	2,596	130	0	11,862	15%
Manton Heights	100	29	4,382	730	0	1,337	1,380	40	0	7,999	10%
Scattered Sites	92	25	3,381	628	18	149	155	18	0	4,466	6%
Subtotal Family	**469**	**131**	**20,702**	**3,222**	**138**	**5,938**	**8,023**	**229**	**0**	**38,52**	**50%**
Percent	**76%**	**67%**	**64%**	**66%**	**97%**	**23%**	**60%**	**90%**	**0%**	**50%**	**--**
Sunset Village	5	1	286	42	0	0	0	0	0	334	<1%
Dexter Manor I	30	10	2,194	281	0	3,429	1,261	6	0	7,211	9%
Dexter Manor II	11	5	943	183	0	340	104	0	0	1,586	2%
Dominica Manor	11	5	2,039	201	1	3,353	925	2	0	6,537	8%
Carroll Tower	46	17	2,039	314	1	3,477	968	1	0	6,863	9%
Kilmartin Plaza	14	3	1,181	150	1	3,880	968	3	0	6,200	8%
Parenti Villa	18	15	2,240	253	0	3,361	930	8	0	6,825	9%
Hartford Hi-Rise	17	9	877	227	1	1987	110	5	0	3,233	4%
Subtotal Elderly/Han.	**152**	**65**	**11,799**	**1,651**	**4**	**19,827**	**5,266**	**25**	**0**	**38,789**	**50%**
Percent	**24%**	**33%**	**36%**	**34%**	**3%**	**77%**	**49%**	**10%**	**0%**	**50%**	**N/A**
Overall Total	**621**	**196**	**32,501**	**4,873**	**142**	**25,765**	**13,289**	**254**	**0**	**77,642**	**100%**
Overall Percent	**2%**	**<1%**	**42%**	**6%**	**<1%**	**33%**	**17%**	**<1%**	**0%**	**100%**	**N/A**

Unit Turnarounds (Vacancy Rehabilitation)

A primary workload factor for the Facilities Management Department is the number of Unit Turnarounds – UTAs. Work orders associated with UTAs are classified as Vacancy Rehabilitation work orders. During FY 2003, the department was responsible for 480 unit turnovers, or the equivalent of 18% of the PHA portfolio. During FY 2004, the number of unit turnovers decreased by two to 478. The Vacancy Rehabilitation Rate is determined by dividing the number of unit turnarounds by the total number of units. The highest rate of UTAs at 58% occurred at family developments (276 units) and among the family developments; Hartford Park had the highest number of turnarounds at 78 or 16% of the Authority wide total.

Two hundred and two units or 42% percent of all unit turnarounds occurred at the elderly/disabled developments. Carroll Tower with 39 UTAs (8%) and Dexter Manor I with 35 (7%) led the way. Efficiency units turned over at a rate of 21% of units that were turned around while one and two-bedroom units averaged 23% and 21% respectively. A breakdown of UTAs by development and bedroom size is shown in Table 11 while Table 12 shows the rate of turnarounds by development. In order to expedite the turnaround of units, the Authority had private contactors paint one hundred and forty-five apartments (30%) that turned over during the year.



A Department of Facilities Management staff person turning around a unit

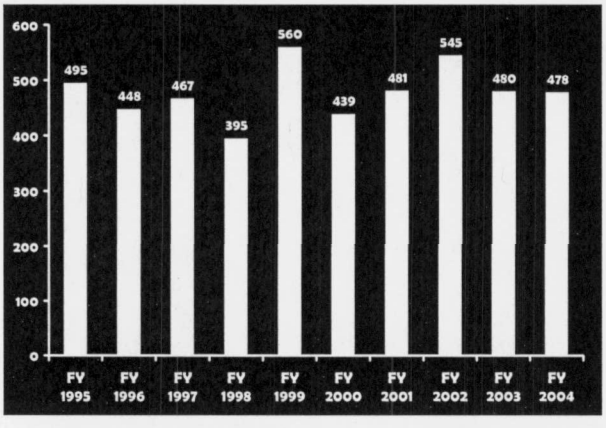
Table 11. Unit Turnaround By Development and Number of Bedrooms FY 2004

Development	0-BR	1-BR	2-BR	3-BR	4-BR	5-BR	6-BR	7-BR	Total	Turnaround Rate
FAMILY DEVELOPMENTS (1,474 UNITS)										
Chad Brown	0	1	12	26	5	0	0	0	44	9%
Admiral Terrace	0	0	12	8	3	0	0	0	23	5%
Roger Williams	0	1	3	3	1	0	0	0	8	2%
Codding Court	0	4	8	4	0	0	0	0	16	3%
Hartford Park	0	0	32	29	9	8	0	0	78	16%
Manton Heights	0	10	26	18	6	1	0	0	61	13%
Scattered Sites	0	0	0	34	11	1	0	0	46	10%
Subtotal	**0**	**21**	**93**	**122**	**35**	**10**	**0**	**0**	**276**	**58%**
ELDERLY + DISABLED DEVELOPMENTS (1,133 UNITS)										
Dexter Manor I	21	12	2	0	0	0	0	0	35	7%
Dexter Manor II	0	12	1	0	0	0	0	0	13	3%
Dominica Manor	13	10	0	0	0	0	0	0	23	5%
Carroll Tower	30	6	3	0	0	0	0	0	39	8%
Kilmartin Plaza	11	10	0	0	0	0	0	0	21	4%
Parenti Villa	27	14	0	0	0	0	0	0	41	9%
Hartford Hi-Rise	0	25	0	0	0	0	0	0	25	5%
Sunset Village	0	5	0	0	0	0	0	0	5	1%
Subtotal	**102**	**89**	**6**	**0**	**0**	**0**	**0**	**0**	**202**	**42%**
Overall Total	**102**	**110**	**99**	**122**	**35**	**10**	**0**	**0**	**478**	**100%**
Percent of Total	**21%**	**23%**	**21%**	**26%**	**7%**	**2%**	**0%**	**0%**	**100%**	

Table 12. Unit Turnaround Rate by Development FY 1995 – FY 2004

Development	Chad + Ad + Sun	Roger Williams	Codding Court	Hartford Park	Manton Heights	Scattered Sites	Dexter Manor I + II	Dominica Manor	Carroll Tower	Kilmartin Plaza	Parenti Villa	Total
FY 1995	98	7	7	84	52	20	89	52	22	38	26	**495**
Percent	19.80%	1.41%	1.41%	16.97%	10.51%	4.04%	17.98%	10.51%	4.44%	7.68%	5.25%	**100%**
FY 1996	71	7	15	64	36	10	75	43	54	29	44	**448**
Percent	15.85%	1.56%	3.35%	14.29%	8.04%	2.23%	16.74%	9.60%	12.05%	6.47%	9.82%	**100%**
FY 1997	87	9	6	109	48	14	68	38	30	29	29	**467**
Percent	18.63%	1.93%	1.28%	23.34%	10.28%	3.00%	14.56%	8.14%	6.42%	6.21%	6.21%	**100%**
FY 1998	61	5	3	81	38	24	60	37	31	17	38	**395**
Percent	15.44%	1.27%	0.76%	20.51%	9.62%	6.08%	15.19%	9.37%	7.85%	4.30%	9.62%	**100%**
FY 1999	86	4	14	125	76	44	85	23	35	22	46	**560**
Percent	15.36%	0.71%	2.50%	22.32%	13.57%	7.86%	15.18%	4.11%	6.25%	3.93%	8.21%	**100%**
FY 2000	43	9	14	115	56	33	45	28	43	18	35	**439**
Percent	9.79%	2.05%	3.19%	26.20%	12.76%	7.52%	10.25%	6.38%	9.79%	4.10%	7.97%	**100%**
FY 2001	54	12	12	102	65	44	54	32	36	25	45	**481**
Percent	11.23%	2.49	2.49%	21.21%	13.51%	9.15%	11.23%	6.65%	7.48%	5.20%	9.36%	**100%**
FY 2002	62	16	15	119	61	40	101	37	48	17	29	**545**
Percent	11.38%	2.94%	2.75%	21.83%	11.19%	7.34%	18.53%	6.79%	8.81%	3.12%	5.32%	**100%**
FY 2003	65	11	23	116	48	42	38	25	42	35	35	**480**
Percent	13.54%	2.29%	4.79%	24.17%	10.00%	8.75%	7.92%	5.21%	8.75%	7.29%	7.29%	**100%**
FY 2004	72	8	16	103	61	46	48	23	39	21	41	**478**
Percent	15.06%	1.68%	3.35%	21.55%	12.76%	9.62%	10.04%	4.81%	8.16%	4.39%	8.58%	**100%**

Figure 6. Total Unit Turnarounds FY 1995 – FY 2004



Resident Charges

If a resident causes damage other than normal wear and tear to an apartment, the Facilities Management Department charges them for the repair costs. During FY 2004, more than $71,000 was charged to residents for repairs to their units. Table 13 breaks down the charges by development.

Table 13. Resident Charges FY 2004

Development	Charges	Percent of Total
Chad/Ad/Sun	$8,583.9	12%
Roger Williams	$845.00	1%
Codding Court	$2,285.05	3%
Hartford Park	$16,400.74	23%
Manton Heights	$11,529.40	16%
Dexter Manor I & II	$7,876.70	11%
Dominica Manor	$5,922.35	8%
Kilmartin Plaza	$3,721.25	5%
Carroll Tower	$4,156.50	6%
Parenti Villa	$4,099.45	6%
Scattered Sites	$6,321.50	9%
Total	**$71,741.84**	**100%**

Completion Rate

Figure 8 and Table 14 depict the department's achievement in completing all work orders received during FY 2004. As the table indicates, 96% of all work orders received during the fiscal year were completed by the close of the fiscal year. Only 2,807 work orders or 4% were carried over to the following fiscal year.

Figure 7. Work Orders Complete FY 1995 – FY 2004

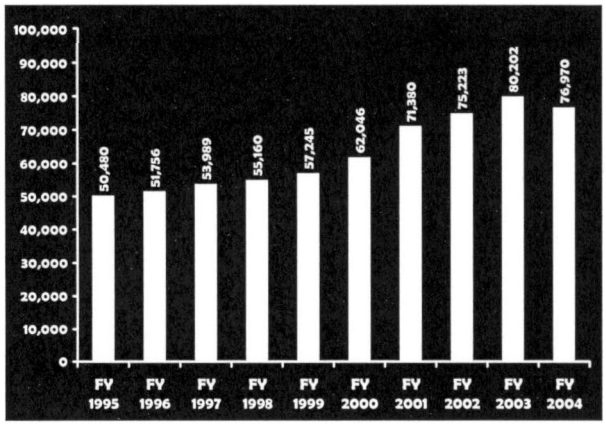


Table 14. Percent of Work Orders Completed FY 2004

Category	Previous Balance	New Requests	Total	Closed Work Orders	Balance
Emergency	6	621	**627**	627	0
Urgent	5	196	**201**	199	2
Routine	1,481	32,501	**33,982**	31,565	2,417
Vacancy Rehabilitation	190	4,873	**5,063**	4,957	106
HQS Referrals	0	142	**142**	142	0
Sched.Maint/ Planned	245	25,765	**26,010**	25,894	116
Sched.Maint/ Preventative	200	13,289	**13,489**	13,330	159
Vandalism	8	254	**262**	255	7
Extraordinary	0	1	**1**	1	0
Total	**2,135**	**77,642**	**79,777**	**76,970**	**2,807**
Percent	**3%**	**97%**	**100%**	**96%**	**4%**

Fleet Maintenance

At the end of the Fiscal Year, the Authority owned 42 vehicles total, a net increase of one vehicle from last year. There was one new addition to the fleet: a 1-2000 Ford 7 passenger van used by Administration for mail runs which had previously been leased. Of the total, thirty-five vehicles are assigned to the Facilities Management Department, five to Resident Services, one to Management, and one to Administration. Fifteen of the vehicles are pickup trucks; nineteen are vans including four 15-passenger vans used by the Resident Services Department and one van used by Administration; one is a 48-passenger bus also assigned to Resident Services; four are dump trucks, two are SUVs and one is a street sweeper. In addition, three off-road enclosed cab utility vehicles equipped with manual dump body cargo beds service the three largest family developments. Since these are off road vehicles, they are not included in Table 15, which summarizes all over the road vehicles in the fleet. The average age of the fleet is 8.2 years with 16 vehicles ten years or older. Three vehicles have reached 100,000 miles with five vehicles scheduled to be replaced in 2004. The average mileage per vehicle excluding the street sweeper, is 44,133. Based on NADA values and purchase prices, and, taking into account depreciation, service, and bodywork, the estimated net value of the fleet as of June 30, 2004 is approximately $374,100. Since the FM department has a full time automotive mechanic, the vehicles are well maintained with manufacturer's periodic preventive maintenance taking place on a regular basis resulting in an extended life cycle.



A Department of Facilities Management staff person repairing a PHA vehicle

Table 15. Current Vehicle Inventory FY 2004

Year	Make	Type	Style Type Cab/ Bed	Condition	Department	Current Value
1983	Ford	Dump	1.5 Ton	Fair	Facilities Mgmt	$600
1984	Chevy	Dump	5 Ton	Good	Facilities Mgmt	$2,500
1988	Chevy	Pickup	Extended / short bed	Good	Facilities Mgmt	$900
1988	Chevy	Pickup	Regular / long bed	Fair	Facilities Mgmt	$800
1988	Ford	Van	Electric bucket	Good	Facilities Mgmt	$3,200
1991	Dodge	Van	15 passenger	Fair	Resident Services	$600
1991	Ford	SUV	Explorer	Good	Management	$2,600
1991	Ford	Pickup	Regular / short bed	Fair	Facilities Mgmt	$1,400
1991	Ford	Pickup	Regular / short bed	Fair	Facilities Mgmt	$700
1993	GMC	Dump	1.5 Ton	Excellent	Facilities Mgmt	$9,400
1993	GMC	Pickup	Regular / short bed	Fair	Facilities Mgmt	$3,475
1993	GMC	Pickup	Regular / short bed	Good	Facilities Mgmt	$2,875
1994	Dodge	Van	15 passenger	Good	Resident Services	$3,750
1994	GMC	SUV	Jimmy	Excellent	Facilities Mgmt	$4,400
1994	GMC	Pickup	Regular / short bed	Good	Facilities Mgmt	$2,550
1994	GMC	Van	Small van	Good	Facilities Mgmt	$1,200
1995	Dodge	Van	15 passenger	Good	Resident Services	$3,700
1995	GMC	Pickup	Extend cab / short	Good	Facilities Mgmt	$3,100
1995	GMC	Van	Full size	Poor	Facilities Mgmt	$600
1995	GMC	Van	Full size	Good	Facilities Mgmt	$5,600
1995	GMC	Van	Full size	Excellent	Facilities Mgmt	$3,800
1996	GMC	Van	Full size	Excellent	Facilities Mgmt	$4,275
1997	GMC	Van	Full size	Excellent	Facilities Mgmt	$5,950
1997	International	Bus	School Bus	Excellent	Resident Services	$23,000
1998	GMC	Pickup	Regular/long bed	Excellent	Facilities Mgmt	$ 5,150
1998	GMC	Pickup	Regular / long bed	Excellent	Facilities Mgmt	$ 6,100
1998	GMC	Pickup	Regular / long bed	Excellent	Facilities Mgmt	$ 5,700
1998	GMC	Pickup	Extended / short bed	Excellent	Facilities Mgmt	$ 5,700
1999	Tennant	Sweeper	Sweeper	Excellent	Facilities Mgmt	$ 80,000
1999	Ford	Van	15 passenger	Excellent	Resident Services	$10,325
2000	GMC	Van	Full size	Excellent	Facilities Mgmt	$8,975
2000	Chevy	Van	Small van	Excellent	Facilities Mgmt	$6,325
2000	Ford	Van	7 passenger	Excellent	Administration	$8,600
2001	Chevy	Pickup	Regular/short bed	Excellent	Facilities Mgmt	$13,925
2001	Chevy	Van	Small van	Excellent	Facilities Mgmt	$ 6,775
2001	GMC	Dump	1.5 Ton	Excellent	Facilities Mgmt	$23,450
2002	Chevy	Van	Small passenger	Excellent	Facilities Mgmt	$11,000
2002	GMC	Pickup	Crew cab	Excellent	Facilities Mgmt	$23,900
2003	Chevy	Van	Small van	Excellent	Facilities Mgmt	$13,075
2003	Ford	Pickup	Extended/long bed	Excellent	Facilities Mgmt	$16,575
2003	Chevy	Van	Small van	Excellent	Facilities Mgmt	$13,275
2004	Chevy	Van	Full size	Excellent	Facilities Mgmt	$24,275

Staff Training

Staff training is critical to the long term success of the department in meeting its goal of maintaining the facilities of the Providence Housing Authority. With increasingly complex systems and equipment and an ever increasing workload, training is essential to insure that the Facilities Management work force is prepared to meet the administrative and technological challenges of maintaining 268 buildings and more then 2,600 housing units in a safe manner. During FY 2004, over 1,800 hours were devoted to staff training of which 1738.75 was done by Field Operations and Administrative staff and 83 by Modernization staff.

Planning & Administrative training comprised the majority of departmental training at 46.6%, with Health and Safety next at 38.9%, Skills Development at 11.6%, and Computer training at 2.9%.

The opening of the new FM Building in September, 2003 on Laurel Hill Avenue adjacent to the Hartford Park development, enabled employees of the department and the entire PHA to utilize a new training room with state of the art audio-visual equipment and direct link via roof-mounted satellite to the Housing Television Network (HTVN).

Administrative training highlights included a 15 week ESL class for PHA staff conducted by the Community College of Rhode Island under contract to the PHA. Eleven FM employees attended with 8 completing and being awarded certificates. The PHA sponsored Employee Information Day at Roger Williams Casino was attended by 72 employees. The major safety training classes undertaken during the year included Electrical Safety, Ladder Safety, Hazard Communication, Lockout/Tagout, Bloodbourne Pathogens, Personal Protective Equipment, and the Basics of Natural Gas and Gas Safety. Fire Safety training was also held for the Residents of our high rise buildings.

In May, Four Maintenance Mechanics attended training covering Basic and Intermediate Electric Troubleshooting. This training began the Mechanics participation in the National Institute of Continuing Housing Education's (NICHE), a program that offers public housing employees the opportunity to take continuing education classes specific to Public and Section 8 Housing. They are working toward the CHM "Certified Housing Maintenance" designation offered by NICHE.

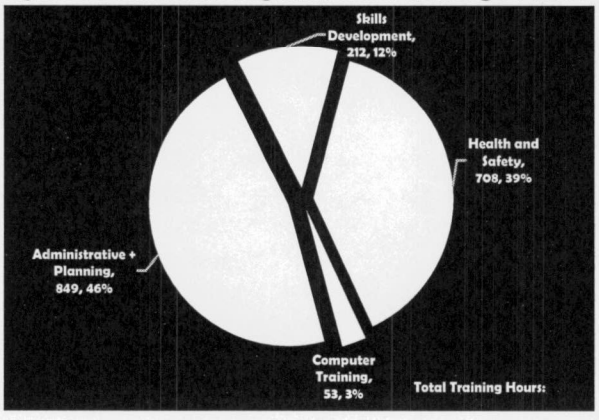
A summary of training provided to Facilities Management personnel is found in Table 17

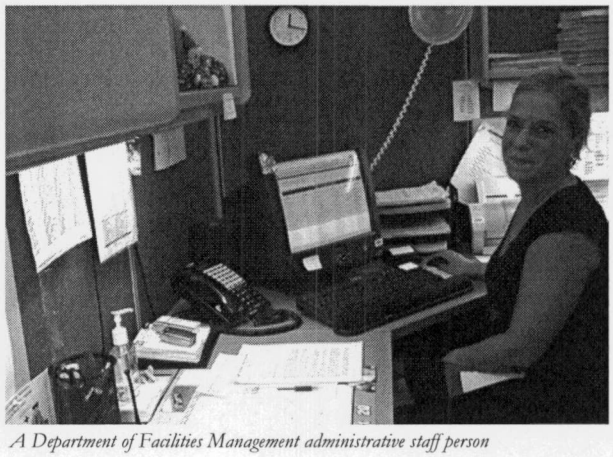
Table 17. Facilities Management Staff Training FY 2004

Date	Training Content	Sessions	Staff	Total Hours	Ave. Hours per Person	Segment Percent
HEALTH + SAFETY PROGRAMS						
8/19/03-10/23/03	Electrical Safety	2	101	156.5	1.5	
5/19/04	Hazard Communication	1	94	94	1.0	
8/19/03	Ladder Safety	1	99	99	1.0	
9/18/03	Welder Safety	1	3	6	2.0	
9/18/03	Hearing Conservation	1	13	26	2.0	
9/18/03	Advanced Electrical Safety	1	5	10	2.0	
10/23/03	Electrician Lift Training	1	1	1	1.0	
10/23/03	Industrial (Genie) Lift Training	1	2	2	1.0	
3/12/04	Pump Jack Staging Safety for Carpenters	1	7	10.5	1.5	
3/10/04	Respirator & Fit Training	1	7	17.5	2.5	
3/30/04-4/01/04	Basics of Natural Gas & Gas Safety	2	41	41	1.0	
5/18/04	Lockout/Tagout Training	1	94	94	1.0	
5/24/04	Authorized Lockout/Tagout	1	27	40.5	1.5	
5/27/04	View of Potential Safe Hazards & Loss	1	4	10	2.5	
5/28/04	Lockout/Tagout Certification Testing	1	12	12	1.0	
6/30/04	Bloodbourne Pathogens	1	44	44	1.0	
6/30/04	Personal Protective Equipment	1	44	44	1.0	
Health & Safety Segment Subtotals		**19**	**598**	**708**	**1.18**	**38.9%**

COMPUTER TRAINING PROGRAMS						
7/02/03-1/22/04	Microsoft Outlook - Basic	10	10	7	0.70	
7/07/03	Microsoft Word - Basic	3	3	12	4.0	
7/11/03-10/21/03	Microsoft Excel - Basic	17	17	9.5	0.55	
10/08/03	PHAS Users Conference (AS/400)	3	1	21	21.0	
2/03/04-2/19/04	Microsoft Excel (CBT)	6	63	3.75	0.625	
Computer Segment Subtotals		**39**	**94**	**53.25**	**0.56**	**2.9%**
ADMINISTRATIVE / PLANNING PROGRAMS						
9/23/03	Employee Information Day	1	72	216	3.0	
10/09/03	Strategic Planning	1	3	19.5	6.5	
10/15/03-11/01/03	Effective Communication for Managers	2	3	9	3.0	
10/16/03	Building Teamwork & Trust	1	3	9	3.0	
10/20/03	Enhancing Employee Performance	1	4	12	3.0	
10/21/03	Appreciative Conflict	1	3	9	3.0	
10/29/03	How to Do More With Less	1	4	12	3.0	
11/01/03-3/01/04	English as a Second Language	5	11	454	9.0	
11/18/03	Build Boston 2003 Trade Show Workshops	4	1	21	21.0	
12/12/03	ADA/504 Compliance	1	2	8	4.0	
2/04/04	Dealing with Difficult Employees	1	9	13.5	1.5	
3/16/04	Residential Building Code Update/Trade Show	1	2	4	2.0	
3/23/04	HQS Inspector Certification Seminar	4	1	15	3.75	
3/27/04	JLC Construction Expo	1	1	3.5	3.5	
6/3/04	NAHRO Broadcast News	1	1	0.5	0.5	
6/15/04	Environmental Scan Presentations	1	5	35	7.0	
6/29/04	Outdoor/Indoor Lighting Seminar	1	2	8	4.0	
Administration/Planning Subtotals		**28**	**127**	**849**	**6.7**	**46.6%**
SKILLS DEVELOPMENT PROGRAMS						
7/22/03	Basic Plumbing & Troubleshooting	1	8	20	2.5	
7/23/04	Intermediate Plumbing & Troubleshooting	1	5	12.5	2.50	
9/23/03	Hydronic Controls	1	1	8	8.0	
9/30/03	Electric Ignition Systems	1	2	16	8.0	
10/07/03	Advanced Electronic Ignition Systems	1	1	8	8.0	
11/12/03	Business Writing and Grammar Skills	2	1	14	7.0	
12/11/03	Powerpile Systems	1	1	8	8.0	
1/13/04	Fundamentals of Gas	1	1	8	8.0	
1/20/04	Circuitry & Troubleshooting	1	1	8	8.0	
2/01/04	Continuing Ed. Completion Cert Master Elec.	2	2	30	15.0	
2/24/04	Inventory Control in the Warehouse	1	1	7	7.0	
2/26/04	Selecting Correct Lubricants & Equipment	1	3	12	4.0	
4/20/04	Business Writing Skills – A Tool for Managers	1	8	16	2.0	
4/22/04	Business Writing Skills-Writing for the Record	1	7	14	2.0	
4/29/04	Maintenance & Lubrication-Roller Bearings	1	2	10	5.0	
5/25/04	Basic Electrical & Troubleshooting	1	4	10	2.5	
5/26/04	Intermediate Electrical & Troubleshooting	1	4	10	2.5	
Skills Development Subtotals		**19**	**52**	**211.5**	**4.06**	**11.6%**
TRAINING PROGRAM TOTAL		**96**	**871**	**1821.75**	**2.09**	**100.0**

Figure 8. Facilities Management Staff Training FY 2004





A Department of Facilities Management administrative staff person

MODERNIZATION DIVISION

The Modernization Division is responsible for administering the Authority's capital projects including the preparation of the Authority's Capital Fund Annual and Five-Year Plans. These projects include major systems replacement and repair, and the renovation and rehabilitation of the Authority's 268 buildings and their associated sites. The division is also responsible for administering any new construction projects for the Authority. In addition to developing both the Capital Fund Program's Annual Plan and Five-Year Plans, the division manages the day-to-day operation of the CFP budgets, produces in-house architectural plans and specifications for small construction projects, provides contract administration for A&E contracts with design professionals and consultants, prepares bid packages, coordinates bid activities, evaluates modernization and development contract proposals, prepares final contracts, and supervises construction work in progress.

Modernization projects cover the spectrum from the construction of multi-million dollar buildings to small repair projects, many under $10,000. Many of the smaller projects are designed in-house and do not require the Authority to hire an architect or engineer. However, the administrative workload, even for smaller projects, requires a substantial investment of time and requires staff to be skilled multi-taskers in order to manage the workload.

Comprehensive Grant + Capital Fund Programs

The Capital Fund Program (CFP) is the HUD funded successor to the Comprehensive Grant Program. During the fiscal year, the division administered projects with funding in five open budgets. During the last Fiscal year ending on June 30, 2004 a total of $5,453,078 was expended from various capital fund budgets.

Capital Fund Program budgets 50100 and 50101 in the amounts of $4,747,662 and $4,843,932, respectively were fully obligated and expended at the end of the fiscal year. The CFP 50102 budget approved at $4,601,981 was fully obligated and was 85% expended ($3,928,117). The CFP 50103 budget approved at $3,786,437 was 57% obligated, $2,159,256, and 32%, $1,196,635, expended. Budget CFP 50203, the balance of funding for FY 2003 approved at $754,623, incurred $246,387 (33%) in obligations and $150,925 (20%) in expenditures. The CFP 50104 budget was submitted in April and was pending approval. Table 18 reflects a breakdown of budget obligations and expenditures. These figures reflect the financial position of the CFP adjusted as of June 30, 2004.

Table 18. Active Comprehensive Grant Program Budgets as of June 30, 2004
Approved, Obligated and Expended by Budget

Budget Number	Budget Amount	$ Obligated	% Obligated	$ Expended	%Expended
50100	$4,747,622	$4,747,622	100%	$4,747,622	100%
50101	$4,843,932	$4,843,932	100%	$4,843,932	100%
50102	$4,601,981	$4,601,981	100%	$3,928,117	85%
50103	$3,786,437	$2,159,256	57%	$1,196,635	32%
50203	$754,623	$246,387	33%	$150,925	20%

✶ CHAD BROWN/ADMIRAL TERRACE

In the 80's HUD funded kitchen renovations at Chad Brown and Admiral Terrace. Because of budget limitations, particleboard cabinets were used instead of solid wood. With a short life cycle, these kitchen cabinets began to fail in the late 90's. In 1999, the PHA began a major kitchen modernization project whereby the kitchens would be upgraded to wood cabinets when units were vacated. In addition to the new all wood cabinets, the kitchens work included new countertops, sinks, faucets, hoods, back splashes, stoves and refrigerators. To date, 209 units have received new kitchens. In August, Goldenrod Welding completed the installation of new tubes on boiler #3.

The Chad Brown basketball court was refurbished in July of 2003. The asphalt playing surface was repaired and sealed, new poles, rims, and backboards were installed, the court lines were re-striped and the foundation walls were painted. Repairs to exterior masonry walls and brick exterior of all the buildings at Chad Brown,

Admiral Terrace and Sunset Village was divided into three phases. Phase I was completed by Contractors Network at the end of last year and involved removal of a chimney, masonry repairs to the Tavares Community Center, and re-pointing and replacement of brick and cleaning of all the masonry at Sunset Village. Phases II and III, which involved masonry repairs to all of the buildings at Chad Brown and Admiral Terrace, were completed by C.A.L. Restoration, Inc. in September. Also in September, Narragansett Improvement, Inc. completed paving work at Chad/Ad necessitated by previous repairs to steam leaks. In the fall of 2003, M.O.N. Landscaping completed the planting of trees, shrubs, and the application of pine bark mulch in the slope area behind 90 Fillmore Street. A bid package was advertised in June for aluminum windows to replace the existing steel windows at the Administration Building at 285 Chad Brown Street. In connection with the window replacement, a contract was awarded to Rhode Island Analytical to conduct asbestos and lead sampling. The resulting abatement plans will be incorporated into a Bid Package for any required abatement on the windows. Rhode Island Analytical will also be responsible for monitoring the abatement work on the Administration Building after that contract is awarded.

✶ SUNSET VILLAGE

At the beginning of the fiscal year, Contractors Network had substantially completed repairs to the brick and exterior masonry walls. The only pending item necessary to finish the project was the removal of efflorescence which was completed in the summer 2003.

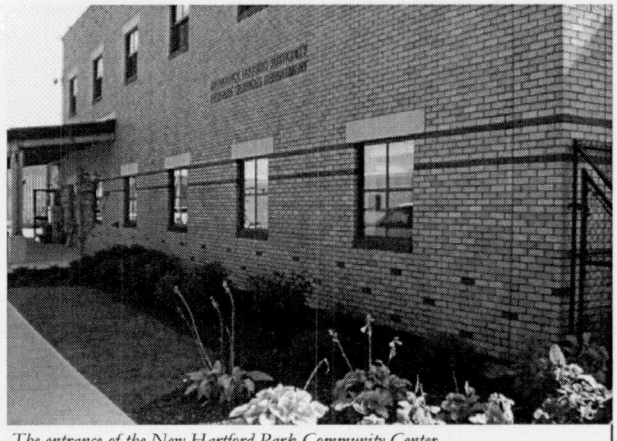
✶ ROGER WILLIAMS

Wilkinson Associates completed preparation of specifications for replacement boilers and condensate piping return system in each building. The bids were submitted in July of 2003 and a contract was awarded to Delta Keyspan, L.L.C. in August. The boilers became operational in October with substatntial completion in December. Project close out work will be addressed prior to the fall 2004 startup of the heating season. Contractor's Network completed replacement of two sets of basement concrete stairs and handrails at 666 and 668 Prairie Avenue in August.

✶ HARTFORD PARK

Construction of the new Facilities Management Building which began in November 2002, was nearing completion by the start of the fiscal year in July, 2003. In August, shelving for the new warehouse was assembled and installed and a Certificate of Occupancy for the building was granted on September 12th. The following week, Facilities Management staff moved into the building including the Modernization staff which relocated from 100 Broad Street. The remaining site work, consisting of the irrigation system and the landscaping, were completed in the fall and by December, all punchlist items were completed. The vacated Facilities Management offices at 335 Hartford were cleaned and painted for occupancy by the Providence Police Department's Public Housing Unit.

In August, Calson Construction Corporation broke ground on the new Hartford Community Center Building, Phase I. Construction continued throughout the year but the extreme cold weather of January virtually stopped all work on the site. By the end of June, the Community Center was 85% complete. The Water Park Utility Building was almost complete as well as the park itself with its embedded items awaiting final connections. The Playground was graded and ready for the placement of playground equipment. Entry area and sidewalk slabs have been poured. Progress in June was slowed due to corrective work ordered by the Fire Marshal after a review of the fire dampers and mechanical shafts. This corrective work was scheduled to be completed in July 2004 at which point all the trades were expected to return to finish the building.



The entrance of the New Hartford Park Community Center

Noblin & Associates completed an evaluation of exterior walls, windows, doors, and balconies at 335 Hartford Avenue in August. Golden Rod Welding completed the re-tubing of boiler #4.

L. F. Clavin & Co., Inc. was awarded a contract for exterior painting of the eleven buildings comprising Project 1-6 also known as Barry Road. They completed power washing and priming five buildings and finish coating the first two in June. North-Eastern Tree Service, Inc. removed/pruned trees in the Barry Road area and removed poison ivy on the Maintenance

Garage at 275 Hartford Avenue. Odeh Engineers, Inc. updated their drawings and specifications for repair of the suspended concrete floor of the maintenance garage over the boiler room at Hartford Park Administration Building at 300 Hartford Avenue and after bidding, East Coast Masonry & Restoration, Inc. was awarded a contract for the repair work. Staging was erected in the boiler room and the existing concrete floor was repaired with all work completed in May.

A contract was awarded to Fielding Construction, Inc. for installation of a new crane/hoist outside the boiler room pit area at 300 Hartford Avenue. The equipment has been ordered and installation is expected in August. The Robinson Green Beretta Corp was awarded an A/E Contract to perform an investigative survey of the Facilities Management maintenance garage.

✶ MANTON HEIGHTS

Creative Environment, a Mechanical Engineering firm, completed design documents for the new domestic hot water heating system in July. A bid package for this work was advertised and a contract was signed with Delta Keyspan, LLC in October to install a new gas fired domestic hot water heat system to replace the existing oil fired system. This old system required the running of existing boilers during summer months to make hot water. Late in the evening of September 9-10, a 1½ inch brass nipple on a domestic hot water tank broke which flooded the entire boiler room under ten feet of water. Electrical components, breaker panels, wiring, and the boilers were all submerged. Initially there was no power for computers, phones or lights. The portable generator was transported from Hartford and set up to provide power and remained on site for about two weeks. A temporary boiler on a trailer was rented to provide hot water to the 330 families in the development. Frank I. Rounds Company, the Cleaver Brooks representative was called in to supply labor and material for general boiler repairs and James J. O'Rourke, Inc. to make any electrical repairs needed in order to resume normal operations. By mid November, existing boiler # 1 was up and running and being monitored on site. Once it was established that boiler # 1 was operating satisfactorily, work began on boiler # 2. New Andover Controls were completed. The rental boilers were removed from the site in December and the repaired boilers were placed back on line. Repair costs were tabulated and presented to the Authority's insurers in late January for their review and approval. During February the PHA insurers reached an agreed settlement. Arthur R. MacDonald, Ltd. was engaged to reline the existing domestic hot water tanks as part of the new domestic hot water system being installed by Delta Keyspan. During a water shut down for this project leaks were found at two water meters located at 25 Salmon and 465 Manton. Aero Mechanical, Inc. was contracted with to replaced the four gate valves at the two water meters which were leaking. Delta Keyspan continued to work on the installation of a new gas fired domestic hot water system and by June they had completed the installation of two new gas fired domestic hot water boilers and associated system piping. The new gas fired boilers were started up in June allowing the oil fired boilers to be shut down through the summer period. Most of the remaining control system work was addressed in May and system start up and punch completion is scheduled for early fall.

✶ DEXTER MANOR I AND II

Commercial Electric, the contractor for the new fire alarm system installed at Dexter I & II, was requested by the PHA to install strobe type alarm devices in four units designated as hearing and sight units for tenants with disabilities. This work was completed by change order and the contract closed in October. Fix N' Paint completed painting of twenty-four apartments during the year. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in ten apartments and Ruggieri Bros. installed vinyl composition floor tile those apartments this year.

✶ DOMINICA MANOR

In July, Duct and Vent Cleaning of America completed the cleaning the exhaust system at Dominica Manor as part of a contact covering four high rise buildings including Carroll Tower, Parenti Villa, and Kilmartin Plaza. In March, two new security cameras were installed in the lobby. These are in addition to the existing fish eye camera. With the three cameras, there is full coverage of the corridor, security desk and elevators. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in ten apartments and Ruggieri Bros. then installed new vinyl composition floor tile.

✶ CARROLL TOWER AND PARENTI VILLA

As the year began, Robert F. Audet, Inc. continued installation of the replacement Fire Alarm System at Parenti Villa and in January the new system at Parenti was placed in service. Several additional items requested by the Providence Communications Department still needed to be addressed at the end of the year and staff was awaiting final written direction

from them on exactly how they want the new system to be programmed. In July, Duct and Vent Cleaning of America completed the cleaning the exhaust system at Carroll Tower and Parenti Villa as part of a contact covering four high rise buildings including Dominica Manor and Kilmartin Plaza. By August, Narragansett Improvement had completed repaving of the parking lots including new dumpster pads and enclosures at both buildings, under a project that had started in the previous fiscal year. A contract was executed with Commercial Electric for replacement of the existing emergency generators at both high-rises. By April the installation had been completed along with the initial testing. Final punch list work, formal Providence Fire Department approval, and training of PHA personal was accomplished in June. Commercial Roofing and Construction, Inc. was awarded a contract for re-roofing and related work at both Carroll Tower and Parenti Villa. All work had been completed by the end of the year except for the painting of the stairway smoke hatches and steel supports for the roof top transformers. Inspection of the roof was completed and roof warranties were received. Duct and Vent Cleaning of America completed cleaning of the exhaust system at Parenti Villa. In August, a contract was awarded to CAM HVAC & Construction, Inc. for Heating & Ventilating Repair project at Parenti Villa. The project consisted of the installation of new exhaust fans, fire/smoke dampers, controls, and grilles and was completed in May. The Repair of Smoke Evacuation Equipment at Carroll and Parenti, as designed by Creative Environment was bid in April and a contract was awarded to J. Coyne Co., Inc. At the end of June, work was well underway on this project. Ocean State Building Wrecking and Asbestos Removal completed the abatement of asbestos containing floor tiles in nineteen apartments at Carroll and nine at Parenti. Ruggieri Bros. installed vinyl composition floor tile in those apartments.

✶ KILMARTIN PLAZA

In July, Duct and Vent Cleaning of America completed the cleaning the exhaust system at Kilmartin as part of a contact covering four high rise buildings including Carroll, Parenti and Dominica.

✶ SCATTERED SITES

Modernization activities continued on two scattered site single family buildings located at 397 Cahill and 14 French Streets. Plans and specifications for work on these 5 bedroom handicapped units was completed by Brewster-Thornton-Rapp. The units are being rebuilt completed inside and out. In addition to the necessary handicapped amenities, the structures received new porches, ramps and vinly siding. Patriot Services, Inc. was the contractor for the interior work and the units were reoccupied in September. Fix N' Paint completed all work under their contact for exterior painting of five duplexes on Milk, Bogman and Burnside Streets. In April, work on the scattered Site porch replacement and vinyl siding contract with Patriot Services, Inc. for five duplex structures at 13-15 Dome Street, 98-100 Chad Brown Street, and 8-10, 14-16 Malbone Street and 29-31 Congress was completed. North-Eastern Tree Service, Inc. removed and/or pruned trees at Malbone and Whittier Streets. The single family three bedroom home at 29 Newark was sold on June 25, 2004, under the Authority's home purchase program.

✶ AUTHORITY WIDE

In October, Odeh Engineers, Inc. submitted a proposal to design fall protection anchorage systems for the boiler rooms at Chad/Ad, Hartford Park, Manton Heights and Dexter Manor I in accordance with OSHA requirements. The project was intended to provide a safety harness system for employees performing work on top of boilers. The contract included a provision for installation of a new crane and hoist for the boiler room pit area at Hartford Park. Bids were received with the low bid well over the budget and funding capability and all bids were rejected. Staff was reviewing the scope of work to determine if an alternate approach might be developed to provide fall protection for staff working on the boilers. A contract was awarded with unit pricing to North-Eastern Tree Service, Inc. for a two-year Authority Wide Tree Pruning and Removal Contract. In February, a material supply contract was awarded to LifeSpec Cabinet Systems of Oxford, MS for the purchase of HUD Severe Use cabinets. There were, however, several quality control and packaging issues with the first shipment of cabinets from LifeSpec. After attempts to resolve these issues could not be negotiated, it was mutually agreed by the Contractor and PHA to terminate the contract on June 21st. This material purchase contract will be rebid. Armstrong Cabinet Products, who held the previous contract, agreed to supply the Authority with cabinets in the interim until the new contract is awarded. A contract was awarded for Pavement Patching, Seal Coating and Striping to Narragansett Improvement at various locations. Work on the pavement patching portion of the project has been completed. The seal coating was scheduled for July 2004. A contract was awarded to YSC, Inc. for Repairs to Tall Chimneys at Chad/Ad, Manton Heights and Hartford Park. A bid package was prepared for Authority Wide Fence Repair with bids due in July 2004.


100 Broad Street · Providence, Rhode Island 02903
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www.pha-providence.com